

# Montana Department of Corrections

## *2009 Biennial Report*





# Montana Department of Corrections 2009 Biennial Report

*To the people of the state of Montana*

Gov. Brian Schweitzer  
Director Mike Ferriter

## **Our Mission**

**The Montana Department of Corrections enhances public safety, promotes positive change in offender behavior, reintegrates offenders into the community and supports victims of crime.**

The narrative in this report reflects activities and conditions during 2007-08.

## ***Acknowledgements***

Statistics: Dewey Hall and Mark Johnson

Editing and production: Myrna Omholt-Mason, Deb Matteucci, Wesley Harr, Johnal Holst, Gayle Lambert, Craig Winter

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Each division and bureau for contributing their time, talents, advice and information

# Our Values

Montana Department of  
Corrections employees  
respect the rights and  
dignity of all people.

# Our Goals

To maintain the safety of the Montana public and the security of  
our citizens, communities and homes.

To earn public trust through openness and responsiveness.

To provide accurate, timely information and support that  
contributes to the restoration of victims of crime.

To reduce the risk of offenders committing more crimes by  
enhancing treatment programs in secure facilities and  
increasing dependence on community corrections programs and  
services, all of which are designed to help offenders succeed as  
productive, law-abiding citizens and remain out of prison.

To operate correctional programs that emphasize offender  
accountability and rehabilitation, staff professionalism and  
responsibility, public safety, and efficient use of taxpayer  
dollars.

# Corrections Code of Ethics

*(All Department of Corrections employees sign a statement agreeing to abide by this code upon hiring.)*

1. I shall perform my duties with high standards of honesty, integrity and impartiality, free from personal considerations, favoritism and partisan demands. I shall be courteous, considerate and prompt when serving the public.
2. I shall maintain respect and professional cooperation in my relationships with other department staff members. I will not sexually harass or condone sexual harassment of any person. I shall treat others with dignity, respect and compassion.
3. I shall report job-related illegal or unethical behavior to the appropriate authority.
4. I shall provide offenders with humane custody and care, void of retribution, harassment, abuse or mistreatment. I shall maintain confidentiality of information that has been entrusted to me and designated as such. I will not incur any personal obligation that could lead any person to expect official favors.
5. I will not discriminate against any offender, employee or member of the public on the basis of age, race, gender, religion, creed, political belief or national origin.
6. I shall conduct myself in a manner that will not demean offenders, fellow employees or others.
7. I shall uphold the tenets of the United States Constitution, its amendments, the Montana Constitution, federal and state laws, rules and regulations, and policies of the department.
8. Whether on or off duty, in uniform or not, I shall conduct myself in a manner that will not bring discredit or embarrassment to the Department of Corrections and the state of Montana.
9. I will not use my official position for personal gain.
10. I shall maintain acceptable standards of personal hygiene, grooming and neatness while on duty or otherwise representing the department.



*This statement of principles signed in 2006 governs the policies and practices of the Montana Department of Corrections.*

## DEPARTMENT OF CORRECTIONS



BRIAN SCHWEITZER, GOVERNOR

1539 11<sup>TH</sup> AVENUE

STATE OF MONTANA

(406) 444-3930  
FAX (406) 444-4920

PO BOX 201301  
HELENA, MONTANA 59620-1301

### Corrections Principles

Since the beginning of the Schweitzer administration, Department of Corrections' issues have been of primary importance. Faced with a constantly growing adult offender population, increasingly difficult juvenile offenders, overcrowded prisons, heavy workloads and thousands of felony arrest warrants waiting to be served, the administration recognizes the need for clear policy and direction.

The following are Gov. Brian Schweitzer's guiding principles for corrections:

- Public safety underlies all decisions.
- The needs of crime victims and the obligation of offenders to make restitution to those victimized by their crimes will be recognized by corrections programs and officials.
- Rehabilitation services, with an emphasis on community programs, are essential in restoring offenders to productive, law-abiding citizens.
- Society, through its government, is responsible for managing offenders; government correctional facilities are preferred over private, for-profit operations.
- Incarceration of offenders should take place in Montana rather than out of state.

  
Gov. Brian Schweitzer

  
Director Mike Ferriter

"AN EQUAL OPPORTUNITY EMPLOYER"

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*ON THE COVER: Clockwise from upper left: Lisa Grady, collections manager, Helena; Ron Fuller, principal, Riverside Youth Correctional Facility, Boulder; Brad Pinnick, probation and parole officer, Billings; Wesley Harr, Montana Correctional Enterprises, Deer Lodge; Pam Allen, correctional officer, Montana State Prison, Deer Lodge*

# Executive Summary

**T**he Montana Department of Corrections is in the midst of an era marked by some of the most sweeping changes it has ever seen. The agency, responsible for some 13,000 offenders in correctional programs, remains focused on developing efficient, effective and less-expensive alternatives to incarceration capable of addressing the individualized needs of offenders.

With the support of Gov. Brian Schweitzer and the Montana Legislature, the corrections system added innovative programs that have managed to do more than control the prison population. In 2007, Montana led the nation by *reducing* the number of inmates by almost 5 percent.

At the same time, the state has seen a two-year decline in the rate at which offenders enter or return to correctional institutions. At a time when many states are struggling with rising return rates, overcrowded prisons and underfunded corrections systems, Montana has made a name for itself as a trail-blazer in the field of corrections.

A national expert in corrections has cited Montana as an example for other states to follow.

“What you’re operating is really quite good in contrast to what we have found (elsewhere),” concluded Steve Carter of the corrections consulting firm of Carter Goble Lee. “You’re quite far ahead. Management and staff have a progressive attitude towards addressing issues of treatment and rehabilitation.”

During the past two years, the department developed a pair of methamphetamine treatment programs – believed to be the first of their kind in the nation – to combat the sweeping threat posed by this addictive drug.

The department launched efforts to establish a seventh prerelease center, located in Northwest Montana; create a sex offender treatment facility to expand and improve treatment for this challenging population; and make permanent a pilot program that has diverted hundreds of offenders from prison.

The department added almost three dozen probation and parole officers throughout the state to keep up with the growing population of parolees and probationers at this least-expensive level of supervision. The probation and parole population grew at the rate of 1½ cases per day in fiscal year 2008. The agency continues to contract with drug addiction, mental health and employment counselors at the state’s largest probation and parole offices in order

to provide more timely assistance to offenders when their needs arise.

The department worked with a Montana company to open a unique correctional facility for women in Billings. It contains a prerelease center, chemical dependency treatment program, and assessment and sanction center under one roof.

Youth correctional programs have become so effective in helping juveniles return to their communities that two units at the Pine Hills Youth Correctional Facility were closed. And the U.S. Justice Department recognized Montana’s programs serving juvenile native American offenders as models for the rest of the nation to follow.

Prison is being used less for nonviolent and nonsexual offenders than five years ago and the expansion of alternatives to prison have helped the department manage about 80 percent of all offenders outside of prison. This is an evolving trend over a number of years.

The department has launched new victim services programs aimed at helping those who have been the targets of crime cope with the trauma and tragedy. Victim-offender dialogues and an offender apology letter bank have the potential to offer victims some measure of peace and healing, while providing offenders opportunities to accept responsibility for the harm they have caused.

Montana Correctional Enterprises, which offers prison inmates jobs and work training, has more offenders working than ever before. And new data show those participating in such programs for a year or more are almost half as likely to return to prison after release.

Despite these advances, corrections in Montana faces challenges. Providing appropriate treatment for the growing problem of mentally ill adult and juvenile offenders, managing more aggressive youthful offenders, supplying adequate health care to an aging inmate population, and finding communities willing to support needed community corrections programs are issues that must be addressed in the years ahead.

The department takes seriously the trust given it by Montanans to properly manage both the offenders under its care and the taxpayer money provided to do the job. This report, filled with detailed information about correctional operations, how they work and how well they work, is an effort to clearly and comprehensively show citizens how their money is being spent.

# Major Accomplishments

- Improved community-based youth services with re-entry programs and prevention options through the Juvenile Delinquency Intervention Program, which allowed the closure of a second housing unit at Pine Hills Youth Correctional Facility
- Revised the American Indian liaison position duties to emphasize community corrections programs and recruitment of American Indian applicants for department positions
- Developed a new offender management information system using existing budget and resources
- Increased educational achievement by an average of one to almost two grade levels at both youth correctional facilities
- Implemented the therapeutic community treatment model in all housing units at Montana Women's Prison
- Completed a 108-bed expansion of the work and re-entry center at Montana State Prison
- Solicited proposals for operation of a prerelease center in the Kalispell area
- Successfully implemented a credit card payment system for court-ordered restitution and increased disbursement of payments by 10 percent to \$2.9 million
- Oversaw a budget in which spending was within 1.1 percent of projections for FY2008
- Hired chemical dependency, mental health, and/or employment counselors in the state's largest probation and parole offices
- Opened the 165-bed Passages program, which includes a prerelease center; assessment, sanction and revocation center; and an alcohol and drug treatment program for females in Billings
- Opened a 40-bed treatment center for female methamphetamine offenders in Boulder and an 80-bed treatment center for male meth offenders in Lewistown
- Developed a medication assistance program to help mentally ill offenders as they transition from prison to community corrections programs or supervision
- Added 28 probation and parole officers
- Provided online training for probation and parole officers on such issues as cultural diversity and supervision of offenders with substance abuse and mental health problems
- Successfully implemented a new inmate banking and prison canteen software system
- Honored by the U.S. Justice Department for youth corrections programs and services offered to American Indian offenders, which were designated as standards for other states to follow in reducing minority involvement in the corrections system
- Created a restricted block in the maximum-security building at Montana State Prison to address behavior management and gang problems
- Hired a dental director to oversee the state adult and juvenile dental programs
- Began training dogs at Montana Women's Prison to work with law enforcement in conducting drug searches
- Helped 14 medical staff members become certified correctional health professionals
- Hired a managed care nurse for cost containment and utilization review
- Obtained a federal grant for workplace and community transition training for youthful offenders
- Expanded food factory service to provide meals to a meth treatment center, city-county jail and the newly expanded work and re-entry center
- Provided an inmate fire crew for 61 days of fighting wildfires throughout Montana, at a savings of more than \$1,300 day from the cost of fielding a traditional fire crew
- Filled additional correctional officer positions at Montana State Prison to reduce by half the number needed for the proper relief factor
- Hired a coordinator to help discharging inmates obtain their driver's licenses
- Transitioned all non-union staff to a five-year entry-to-market pay progression broadband pay plan and developed specialized career progression plans for probation and parole and correctional officers
- Reduced workers compensation insurance losses resulting in a \$433,474 premium refund



# Director's Message

*By Mike Ferriter, Director  
Department of Corrections*

**W**hen we in corrections talk about our profession, we almost always focus on those for which we are legally responsible – the offenders. And rightly so. They are the reason for corrections, our budget, programs and services, and our daily efforts to maintain the safety of Montanans.

But I feel it is important to talk about what makes the corrections system work. The Montana Department of Corrections has some 1,300 employees and hundreds more who work under contract with our agency. Without their dedication and professionalism, there would be no effective corrections system in the state of Montana.

Corrections employees work in a wide variety of professions, from food service and parole supervision to teaching and industries, and from accounting and security to counseling and transportation.

The cover of this biennial report is a tribute to the work our employees do every day all across this state. I feel the employees highlighted represent the diversity and complexity of the department's staff and the agency itself.

Lisa Grady is a 19-year veteran of the department, beginning as administrative support in the Information Technology Bureau. Since October 2003, she has been manager of the collections unit where she supervises a staff of seven that is responsible for ensuring timely and accurate collection and disbursement of victim restitution and offender supervision fees.

Pam Allen has been a correctional officer at Montana State Prison for 24 years and she's never had a desire to do anything else. She was one of the first women officers at the prison and, in many ways, has set a standard for others to follow.

Ron Fuller is principal and substitute teacher at Riverside Youth Correctional Facility. He came to the Boulder facility nine years ago after 27 years as teacher or principal in the city's schools, and brought with him an enthusiasm for his life's work.

"I like kids; I like to help them," is how Fuller explains why he's not interested in leaving education



behind even in his 70s. "I still love this. I don't get bored."

Wesley Harr is supervisor of the print and sign shops operated by Montana Correctional Enterprises at Deer Lodge. Although he has held that job for less than two years, he is an example of the expertise that some of our newer employees have brought to corrections. Wesley worked at Artcraft Printers in Butte for 31 years before joining our agency in late 2007.

Brad Pinnick has been a probation and parole officer in Billings since March 2007, after spending more than seven years working at the Billings prerelease center. He wanted more interaction with offenders and greater opportunity to help them get their lives back on track, and that is just what he found.

Brad's one of those employees who plans to make a lifetime career out of his work in the department.

Lisa, Pam, Ron, Wesley and Brad are examples of what's great about corrections. They value their jobs and their ability to affect the lives of others for the better. They find satisfaction in the roles they play in making society a little safer and offenders more accountable and productive.

Corrections is not an easy profession. We deal with some of the most unpredictable people, citizens have high expectations for our success and the pressure to make no mistakes in judgment is constant. We are constantly seeking new and innovative ways to deal with old problems found in the world of crime, punishment and rehabilitation.

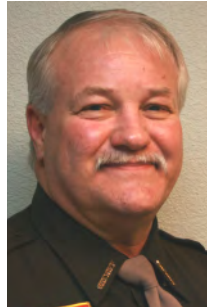
That's where our employees truly shine. They embrace fresh ideas and imaginative solutions. They see the future as an opportunity to do more and do it better.

Public service isn't for everyone. Neither is corrections. But those of us who choose this profession find it fulfilling, fascinating, challenging and stimulating. And yes, sometimes it's frustrating.

Still, we are proud to be part of a network of professionals providing a vital service to Montanans.

I am humbled to have the opportunity to be director of this agency and to call this talented group of employees my colleagues and partners in ensuring that service is delivered efficiently and effectively. Corrections staff can be assured I truly respect all they do.

# DOC Advisory Council



*Lt. Gov. John  
Bohlinger  
Tim Callahan  
Dave Castle*



*Kris Copenhaver-  
Landon  
George Corn  
Steve Gallus*



*Kurt Krueger  
Bob Peake  
Trudi Schmidt*



*Jim Shockley  
Allan Underdal  
Channis Whiteman*

*Not pictured:  
Kevin Madman*

The Department of Corrections Advisory Council during the 2009 biennium took on a major project that will affect the agency and the corrections system for decades to come.

Gov. Brian Schweitzer, in extending the council and appointing its members, charged it with helping the department plan for the future correctional needs of the state. The effort was aided when the 2007 Legislature appropriated \$250,000 to hire professional consultants to develop a strategic plan for corrections to 2025.

In his executive order renewing the council, Schweitzer noted the relatively slow growth in Montana's

prison population and the more rapid increases in the probation and parole. He also cited the increased emphasis on use of programs offering alternatives to prison as another example of the evolving corrections system in Montana.

"Strategic planning to ensure that the Department of Corrections has adequate capacity to handle the growing number of offenders in the future must be undertaken so that this growth can be managed in the most orderly and cost-effective fashion possible to benefit Montana taxpayers, offenders and those working in the corrections system," the governor said.

He asked the 13-member council to analyze offender population trends and develop long-term projections, determine infrastructure needs to handle the expected population for the next 10-15 years, and determine the ability of private partners to help fill the need.

The council's first focus was on understanding key elements of Montana's population and what affects growth of the offender population.

Community corrections officials provided their long-term outlook for those programs that are being increasingly used as options to prison. They briefed the council on potential expansion of the prerelease center network, the future of treatment programs and the anticipated growth in the probation and parole population.

The consultants with Carter Goble Lee – Steve Carter and Ben Crooks – described their first impressions of Montana's cor-

rectional system, saying its emphasis on community-based programs is on the right track.

"What you're operating is really quite good in contrast to what we have found (elsewhere)," Carter told the council. "You're quite far ahead. Management and staff have a progressive attitude towards addressing issues of treatment and rehabilitation."

The consultants were scheduled to present their report to the council in December 2008, with the council issuing its final report to the governor in 2009.



# Director's Office

The director's office provides leadership, direction and policy for the department. It acts as the primary liaison with the governor's office, other state agencies and the Legislature. It often represents the face of the department to the general public and is responsible for publicly addressing major issues and questions as they arise among citizens, policymakers and the news media. The office's functions lend support and assistance to all operations, facilities and divisions within the Department of Corrections.

The office includes the following functions:

The **Legal Services Bureau** consists of five attorneys and two investigator/paralegals. The bureau represents the department in litigation in state, federal, trial and appellate courts and before administrative law judges and bodies. A large percentage of the litigation consists of inmate claims that challenge the conditions of their confinement and state and federal challenges to the legality of their incarceration. The bureau provides the department and its divisions and facilities with verbal and written legal advice on a day-to-day basis, regarding the sentencing, supervision, care and custody of offenders; personnel matters; contracts; policy; land management; and all issues relating to the department's role as an executive branch agency, including administrative rulemaking and legislative services.

The five attorneys and their roles are: Diana Koch, chief legal counsel; Colleen White, deputy chief legal counsel and specialist in human resources issues; Brenda Elias, who specializes in community corrections and youth services matters; Colleen Ambrose, who works at Montana State Prison and litigates in prison facility cases; and Valerie Wilson, who prosecutes offenses that occur at Montana State Prison, escapes from throughout the state, juvenile offenses at the male youth correctional facility and prison civil rights litigation. Kelly Dunn and Dale Tunnell provide legal investigative and paralegal services to the bureau.

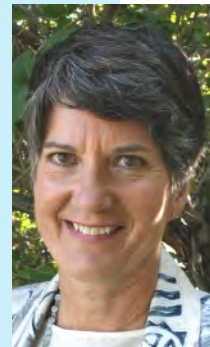
The **Investigations Bureau** has five staff and a bureau chief. The unit, headed by Bill Fleiner, is an independent function responsible for criminal and administrative investigations involving offenders and staff. Bureau staff investigates suspected violations of policy and procedure, and criminal behavior of both offenders and staff, and provides assistance to local, state and federal law enforcement. The unit is located at Montana State Prison and includes two investigators and two support personnel, and a crime analyst working with the Department of Justice through a memorandum of understanding addressing management of the Montana All-Threat Information Center. The investigators and bureau chief are



*Diana Koch,  
Legal Services  
Bureau chief*



*Bill Fleiner,  
Investigations  
Bureau chief*



*Myrna  
Omholt-Mason,  
executive  
assistant*



*Janee Ward,  
administrative  
support*



*Bob Anez,  
communication  
director*





*Corrections Director Mike Ferriter addresses graduates of the basic training course for probation and parole officers at the Montana Law Enforcement Academy.*

partment initiatives. The communications director acts as staff for the Corrections Advisory Council and is the agency contact in the coordinated state emergency plan for natural disasters, terrorist events and other emergencies.

**The Victim Services Office** is the contact point for victims of crime and their families. The victim information specialist and the functions of that office are discussed on pages 12-14.

*For related statistical information, see Appendix A*

peace officers of the state of Montana, as prescribed through an agreement between the department and the attorney general.

The **communications office** is the department's primary contact for citizens and the news media seeking information about the department, its programs, services and relevant issues. Bob Anez, communications director, came to the department in 2005 after 30 years as a journalist. He fields most inquiries and ensures they are answered promptly and accurately, referring them to the appropriate staff members when necessary. He works with department staff in developing a focused, consistent and coherent message regarding department programs, policies, projects and plans in order that taxpayers have a clear understanding of how the agency operates. The office also schedules newspaper, radio and TV interviews with the department director and other department staff. The communications director coordinates with staff in preparing news releases and other documents intended for publication that deal with the department, its programs and issues.

The office maintains contacts with TV, print and broadcast media, as well as key state government policymakers to ensure they are kept updated on department initiatives.



*The Corrections Department's legal staff, front row left to right: Colleen White, attorney; Diana Koch, chief legal counsel; and Valerie Wilson, attorney. Back row, left to right: Kelly Dunn, paralegal and investigator; Colleen Ambrose, attorney; Dale Tunnell, investigator; Janee Ward, administrative support; and Brenda Elias, attorney.*

# Victim Services

The Department of Corrections employs a victim information specialist in the director's office to manage programs that inform, involve, educate and empower crime victims whose adult offenders are under department supervision. The specialist collaborates with county victim advocates, and with victim information officers elsewhere in the department and at the state Board of Pardons and Parole.

**Tracking the offender** and providing that information to victims is a vital function because crime victims often feel more secure if they know the current location of offenders who harmed them. Victim notification is the foundation of the department's victim services strategy. The department has a statutory obligation to provide information to victims who ask to be notified about parole hearings, prison transfers, releases, escapes and offender deaths.

The department contracts with Appriss Inc. for Victim Information Notification Everyday (VINE), an automated telephone system that provides updated custody information around the clock about adult offenders in Montana prisons. Victims may register for confidential VINE notification by telephone at (800) 456-3076 or on the Internet at [www.vinelink.com](http://www.vinelink.com). The victim information specialist and the Information Technology Bureau work with Appriss to maintain and improve victim understanding and use of the system.

Montana State Prison maintains its own victim database from which the prison's records office provides notification by letter and/or phone to victims who have to be told when an offender's status changes. Victim information officers at Montana State Prison, Montana Women's Prison and the Board of Pardons and Parole are other direct contacts for victims.

Victims and other members of the public can access basic conviction and custody information about offenders on the Internet through the Correctional Offender Network. CON is accessed via the State of Montana Web site at <http://mt.gov> or the department's home page at [www.cor.mt.gov](http://www.cor.mt.gov). VINE registrations increased tenfold in 2007 with the addition of a direct link from CON to the VINELink site. The agency's site also provides access to information about other victim programs, including the state Justice Department's sexual and violent offender registry and crime victims' compensation program.

The victim information specialist provides **referral services** by answering a toll-free information hotline at (888) 223-6332 for victims seeking custody information about offenders; referrals to domestic violence



*Sally K. Hilander,  
victim information  
specialist*



[www.cor.mt.gov](http://www.cor.mt.gov)



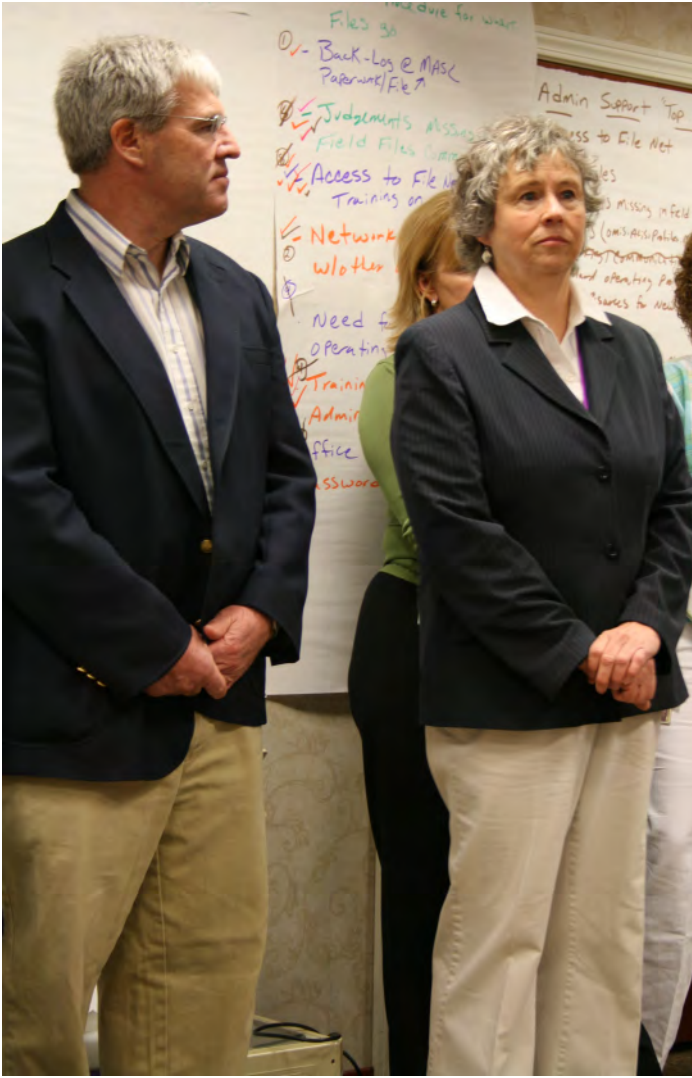
[www.vinelink.com](http://www.vinelink.com)

Victim Information and  
Notification Everyday  
(VINE): (800) 456-3076

DOC Victims Hotline:  
(888) 223-6332

*For related statistical  
information,  
see Appendix B*





*Corrections Director Mike Ferriter and Sally Hilander, victim information specialist, field questions during a training session for community corrections support staff.*

intervention services and shelters, sexual assault crisis counseling and other public and private agencies; and assistance identifying prosecution and victim/witness advocates in Montana's 56 counties.

The Crime Victims Advisory Council helps **involve and empower** victims. It is a volunteer board appointed by the department director to represent victim concerns and interests in developing agency policy, procedures and draft legislation. Quarterly meetings typically include staff programs to increase members' understanding of the corrections system so that they can educate others. The council occasionally visits a prison or community corrections facility.

Voting members are victims of crime and victim advocates. Other members represent department programs and facilities, the governor's office, the attorney general's office and other private and public victim service agencies. The victim information specialist is staff liaison to the council.

The department supports **restorative justice** efforts, a recognized criminal justice concept that focuses on healing for all parties affected by crime, including victims, communities and offenders. Three restorative justice programs support the department mission because they promote positive change in offender behavior and support victims of crime.

Victim impact panels at Treasure State Correctional Training Center (TSCTC) have for 13 years successfully confronted offenders with the harm

they've caused. Victims volunteer to meet face-to-face with offenders to reveal, at a deeply human and heartfelt level, how the crime harmed them, their families, friends, and communities. The act of publicly voicing their pain and anger to the offenders serves as a catalyst to help victims begin to reclaim their lives. Evidence suggests that offenders are less likely to re-offend once they personalize their crimes. TSCTC trainees have written hundreds of letters in which they speak to the effectiveness of victim impact panels. The TSCTC victim impact panel program has become the model for similar panels at other community corrections facilities, starting in 2008.

Victim-offender dialogue prepares victims of violent crime to meet with adult offenders under department supervision, to ask questions and talk about the harm caused by the crime. This voluntary process focuses on healing for victims, but it also has potential to reduce offender recidivism because meeting face-to-face with the victim and/or survivors forces offenders to take responsibility. Victim-offender dialogue is intensely emotional and personal, with a preparation process that typically takes at least six months. The program began in 2006 and has brought victims, survivors and offenders together in felony assault and homicide cases.

The offender apology letter bank is the department's newest restorative justice program. Offenders who express a sincere desire to make amends to their victims may submit draft letters for review by offender treatment

professionals and victim services staff. Offender letters must reflect responsibility for their crimes and true remorse to their victims without offering excuses or blame for their criminal behavior. Letters deemed appropriate are filed in the department's apology letter bank, where victims may request them.

Prison inmates are the newest audience for department **victim impact training**. At the request of Montana State Prison treatment staff, the prison victim information officer and the victim information specialist provided victim impact training in May 2008 for about 100 offenders. The focus is on victim sensitivity and the effects of crime on others.

The victim information specialist and department's restitution unit participate in Montana Law Enforcement Academy training for probation and parole officers and for county victim/witness advocates. The curriculum includes VINE, victim-offender dialogue, victim impact panels and victim sensitivity training. The Montana State Prison victim information officer conducts ongoing training to increase staff awareness of victim issues. The prison periodically hosts training for county victim/witness advocates from around Montana.



*Joe Fink, correctional manager at the boot camp, plays the role of a drug dealer confronted by a "victim" during a training session for the victim-offender dialogue program.*

### **Accomplishments:**

- Increased by 425 percent the number of VINE registrations during the two years ending April 30, 2008, when compared with the previous two years. This was done by adding a direct link from the offender locator Web page (CON) to the VINE Internet registration site at [www.vinelink.com](http://www.vinelink.com).
- Facilitated five successful victim-offender dialogues in which surviving family members of three deliberate homicide victims met with the offenders to discuss the crime. Two direct victims of felony assaults also met with their perpetrators.
- Conducted experimental victim impact training for 100 offenders in the intensive treatment unit at Montana State Prison
- Launched the victim impact panel program at Treasure State Correctional Training Center in Deer Lodge, making it the model for other victim impact panels in community corrections facilities that treat offenders addicted to alcohol and methamphetamine. The program started with a two-day training session for program managers and panel facilitators in June 2008.
- Started a new program that allows offenders to write apology letters, which will be stored in a letter bank at central office, where victims may access them voluntarily
- Provided annual victim services training at Montana Law Enforcement Academy for victim/witness advocates and probation and parole officers
- Provided victim services training at the 2007 Montana Coalition Against Domestic and Sexual Violence annual convention

# Board of Pardons and Parole

The Montana Board of Pardons and Parole is responsible for determining which inmates are released early from prison sentences and the conditions imposed on those offenders while under supervision in the community. It also is responsible for parole revocation and executive clemency (pardons and commutation).

The seven-member citizen board, appointed by the governor to staggered four-year terms, carefully reviews each eligible inmate nearing the end of a prison sentence set by the court. It only grants parole when it determines the inmate can be released without detriment to the offender or the community, and that release is in the best interests of society.

The board has its origins in the 1889 Montana Constitution, which authorized the governor to grant pardons, remit fines and forfeitures, and commute punishment subject to approval of a Board of Pardons.

The 1907 Legislature provided for parole of prisoners and authorized the state Board of Prison Commissioners to grant paroles. For the next 48 years, the Board of Pardons handled executive clemency cases and the Board of Prison Commissioners handled paroles. The 1955 Legislature combined the functions of the two boards into a single Board of Pardons.

That board was renamed the Board of Pardons and Parole in 1995 to reflect the fact that most of its work involves paroles.

The 2003 Legislature authorized the board to appoint two-member hearing panels that have full authority to deny, grant or revoke paroles. Lawmakers also increased the board size by adding two auxiliary members and mandated that all members receive training in American Indian culture and problems.

A law passed in 1995 requires inmates to serve at least a fourth of a pris-



*Craig Thomas, executive director for the state Board of Pardons and Parole*

on sentence and 30 years on a life sentence before becoming eligible for parole, unless otherwise ordered by a court.

The board is administratively attached to the Department of Corrections for budgetary purposes. It operates as an autonomous agency that hires its own full-time staff: a director, five analysts and four administrative support employees. The board sets its own policies independent of the department.

The board is neither responsible for the care and custody of inmates nor the supervision of parole and probation officers.

This independence is important because it creates a flexible system of punishment with proper checks and balances. A citizen board with no vested interests can review offenders

based on community safety and not be unduly influenced by the pressures of corrections system management.

In making parole decisions, the board looks at many factors including how an offender has adjusted while incarcerated, criminal history, the nature and severity of the crime, and prior behavior in the community.

The board is a body that, among its other responsibilities, is required to review the “products” of correctional programs. The distinct roles of corrections personnel and the board creates an effective system of checks and balances where the ultimate purpose is protection of citizens and offenders.

More information about the board can be found at its Web site: <http://www.mt.gov/bopp>.



*The state Board of Pardons and Parole office occupies a portion of this building in Deer Lodge. The board moved from its former building in August 2008.*



# Youth Services

The Youth Services Division holds juvenile offenders accountable for their actions through custody, supervision, restitution and life-skills development. This is achieved by providing habilitation services from the time a youth is committed to the department to transition into the community and eventual completion of a commitment. The goal is to afford youth every possible opportunity to have successful and productive lives.

The division is organized into three bureaus.

**Pine Hills Youth Correctional Facility** in Miles City is a 120-bed, secure-care program for males ages 10 through 17 who are judged delinquent by Montana's Youth Courts. The facility, which averaged about 74 offenders in fiscal year 2008, has been accredited by the American Correctional Association since 1998. Services include a year-round educational program accredited by the state Board of Public Education, one-on-one and group counseling, treatment programs for chemical dependency and sex offenders, opportunities for participation in spiritual activities, daily recreation activities, and life skills and work restitution programs. Pine Hills has registered nurses at the facility seven days a week, licensed addiction counselors on staff, and contracts for medical, dental, vision and psychiatric services.

In the past two years, Pine Hills used a federal grant to implement a program to improve resources for staff and youth. Library books, clinical reference materials, periodicals, and access to state-of-the-art electronic resources such as the Montana Shared Library were added and upgraded. Resources were significantly expanded and training for teachers was provided to meet the state Indian Education for All requirements. American Indian "wellness days" were implemented quarterly to significantly augment native American-related programming, and the White Bison program added a cultural element in assisting American Indian youth working on chemical dependency issues.

**Riverside Youth Correctional Facility** in Boulder is a 20-bed, secure-care program for females ages 10 through 17 who are judged delinquent by Youth Court. The facility, which averaged nearly 18 offenders during fiscal 2008, provides gender-specific programming using nationally recognized best practices, and has implemented enhanced training and program curricula to support this focus. Services include a year-round education program accredited by the state Board of Public Education, one-on-one and group counseling, and treatment programs for chemical dependency. The education program has used federal grants to expand students' exposure to technology, including an upgrade to the computer lab and development of a new computer literacy curriculum.



*Steve Gibson,  
administrator*



*Karen Duncan,  
Youth  
Community  
Corrections  
Bureau chief*



*Cindy  
McKenzie,  
Riverside  
superintendent*



*Jim Hunter,  
Pine Hills  
superintendent*

*For related  
statistical  
information,  
see Appendix C*

As part of a division-wide effort, Riverside enhanced services focused on the cultural needs of American Indian youth. Quarterly “wellness days” provide opportunities for the youth to interact with members of several tribes from across the state. Activities include drumming, dancing, crafting, storytelling and raising a tepee. The White Bison program was also implemented to add a cultural element while helping native American youth work on chemical dependency issues.

In addition to a case manager and licensed chemical dependency counselor, the clinical staff includes two full-time registered nurses providing daily coverage. Riverside contracts for additional medical care, including a psychologist for evaluations and consultations.

The **Youth Community Corrections Bureau** includes aftercare, juvenile parole, Interstate Compact on Juveniles, Youth Transition Centers, youth detention licensing, youth corrections transportation, and financial and program services. The bureau, which supervised 264 juveniles in fiscal year 2008, also provides youth-specific grant writing and victim services to the division.

Aftercare coordinators follow youth case plans and focus on re-entry needs from the time a youth enters the institution to his or her community placement. They also coordinate family and provider visits to the secure facilities and accompany youth to pre-placement meetings in the community. They work with institutional staff, juvenile parole officers, contracted service providers, and other community team members to promote successful return of youth to their communities.



*A group counseling session at Pine Hills Youth Correctional Facility in Miles City*

Juvenile parole officers coordinate with institutional case managers and the aftercare coordinators in planning for those returns. They begin as early as the commitment hearing and continue through completion of a commitment. Division efforts have strengthened family involvement with youth by providing some reimbursement for travel, lodging and meal expenses incurred by family members visiting youth at state facilities. Visitation opportunities were improved by installing video-conferencing capability at both secure facilities, enabling visits without long road trips. The service also reduces reliance on costly collect telephone calls and improves access to medical care, psychological services and educational opportunities.

The Interstate Compact on Juveniles Unit ensures nationwide and statewide cooperative supervision of delinquent juveniles on juvenile probation or parole, and the return of runaways, absconders and escapees.

The Youth Transition Centers, which provide separate housing for males and females, are an alternative to sending youth back to a correctional facility. The Great Falls centers may be used for a youth coming directly from a correctional facility on the rare occasion when no other appropriate placement is available. However, the centers focus on youth having a difficult time adjusting to a less structured placement. Staff is on duty 24 hours

### Quick Facts

Youth supervised.....	449
Youth in secure care.....	91
Annual budget (millions).....	\$20.4
Federal funds.....	\$306,000





*A computer class at Riverside Youth Correctional Facility*

a day. The centers provide housing, life skills enhancement, mentors, and focused counseling for emotional needs and chemical dependency. The centers also offer employment and community service opportunities, access to education through local schools, and a variety of recreational activities.

Transportation officers provide secure transport of youth and assist secure correctional facilities with transportation to in-town services. The detention licensing staff is responsible for ensuring that juvenile detention facilities meet American Correctional Association standards and comply with laws and administrative rules. The Financial Services Unit is responsible for maintaining fiscal accountability for

funds appropriated for the placement of juvenile offenders in family foster care, group home, shelter care and residential treatment.

### **Accomplishments:**

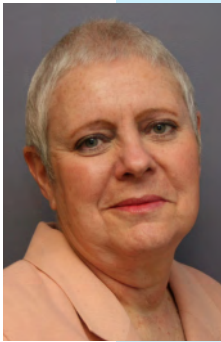
- Improved community-based services with re-entry programs and prevention options through the Juvenile Delinquency Intervention Program. These expanded local alternatives reduced reliance on secure-care placements and allowed closure of a second housing unit at Pine Hills.
- Recognized by the Center for Criminal Justice for having effective behavioral and social learning treatment programs at Pine Hills
- Used interactive video to increase training opportunities, meeting attendance and visitation, and reduce travel costs
- Increased educational achievement by an average of one grade level within 90 days at Pine Hills and by 1.7 grade levels at Riverside
- Increased library resources giving Pine Hills students and staff access to updated materials for research
- Met Indian Education for All state mandates at Pine Hills and Riverside and included them in all curriculum
- Produced a three-year felony recidivism rate of 11.6 percent for those leaving Pine Hills and 12.3 percent for those leaving Riverside
- Operated an effective treatment program at Pine Hills that has resulted in only four of 103 sex offenders released from the facility in the past eight fiscal years being revoked or having a criminal conviction for a sex offense as a juvenile or adult
- Honored by the U.S. Justice Department for the division's programs and services offered to American Indian offenders. The agency determined the division efforts are a standard for other states to follow in reducing minority involvement in the corrections system.
- Increased American Indian cultural opportunities at all three correctional facilities
- Added a laundry at Pine Hills to expand opportunities for males to earn restitution money
- Expanded video surveillance systems at secure facilities to increase safety for youth and staff



*Riverside Youth Correctional Facility Superintendent Cindy McKenzie, far left, talks to members of the Department of Corrections Advisory Council during a tour of the Boulder facility.*

# Montana Women's Prison

*Jo Acton,  
warden*



Montana Women's Prison in Billings provides nearly 200 female felony offenders a secure environment that emphasizes accountability, productivity and personal growth. More than 90 percent of all inmates are involved in educational, vocational and therapeutic programs.

The prison opened at its current site in October 1994 after operating as the Women's Correctional Center at Warm Springs since 1982. Before then, women inmates were housed in a series of temporary facilities, including an old laundry building, the basement of guards' quarters and the Powell County Jail in Deer Lodge.

*Bob Paul,  
deputy  
warden of  
security*



Today, the Montana Women's Prison is a modern operation capable of housing up to 194 inmates and offering state-of-the-art treatment programs and an expanding array of vocational opportunities.

The prison faced a rapidly increasing population during the first half of this decade, with the number of inmates more than tripling between 2000 and 2006. Inmates were triple-bunked in rooms designed for two. Since then, the addition of innovative community corrections programs and treatment options has resulted in a nearly one-third decline in the prison's population.

*Sue Orand,  
deputy  
warden of  
programming*



In 2007, the prison initiated a "therapeutic community" model in all the housing units. A therapeutic community is a drug-free environment in which people with addiction and criminal or antisocial behavior live together in an organized and structured way that promotes change and makes possible a drug-free life in society. The therapeutic community forms a miniature society in which residents, and staff in the role of facilitators, fulfill distinctive roles and adhere to clear rules, all designed to promote "right living" behaviors among the inmates.

*Annamae  
Siegfried-  
Derrick,  
public and  
victim  
information  
officer*



The units are supervised by correctional officers, who also facilitate self-help groups for residents of each unit. The therapeutic community model was initiated in the Intensive Challenge Program, the "boot camp" for women, which changed from a paramilitary format.

The women's prison welcomes volunteer activities from the Billings community into the facility. More than 30 organizations provide assistance with such events as religious activities, pet therapy, tutoring, public speaking training, and arts and crafts activities.

The prison continues to expand its vocational and education programs to meet the needs of women offenders. Inmates work on constructing custom bow sites, embroidery, sewing, lanyard production, rifle-sling assembly and training of service dogs. The prison offers classes to obtain high school-equivalency diplomas, computer skills, driver's education and re-entry assistance.

***For related  
statistical  
information,  
see Appendix D***

The Prison Paws for Humanity program, founded in April 2004, is the most visible training program. It prepares dogs for assisting individuals with disabilities and provides basic obedience training for pets of Montana residents. The program will be expanded to include basic training for canines used in search-and-rescue missions and drug searches. Inmates in the program are involved with the dogs full time and provide all basic care and grooming in addition to training. The program enhances parenting skills; helps the offenders practice patience,

tolerance and positive reinforcement; and improves inmates' self-esteem.



*An inmate at Montana Women's Prison works on the embroidery machine that is part of the prison's industries program.*

The prison's chemical-dependency treatment program has increased the number of contract providers and added an emphasis on methamphetamine use. Mental health services also were expanded with the addition of one contract employee and one full-time employee skilled in assisting inmates in recognizing and modifying self-destructive behaviors.

The women's prison remains a dynamic organization that continues to adjust programs based on the needs of staff and inmates. The primary goals of the Montana

Women's Prison remain public safety and accountability, always with an eye toward adequately preparing offenders to become successful and contributing members of their communities.

### **Accomplishments:**

- Completed instituting the therapeutic community model in all housing units
- Expanded vocational training and employment in industries, in cooperation with Montana Correctional Enterprises
- Began training dogs to do work with law enforcement in conducting drug searches
- Conducted a second "family day" for inmates, allowing visits from entire families. Family members had an opportunity to interact and learn about programs and activities available at the prison and to gain a better understanding of some of the issues confronting women offenders when they leave.
- Obtained a grant to provide services to caregivers of the inmates' children. This program assists them in helping the children to understand their mothers' incarceration and assist with transition when mom returns.
- Hosted tours by community groups and legislative committees to promote a better understanding of the prison, its programs and the challenges faced by inmates
- Completed an administrative reorganization to create a management team that includes the warden and two deputy wardens with the responsibility for operations, security and treatment. The changes ensure those areas receive the attention they require and acknowledge the importance of each component to the efficient operation of the prison.

### **Quick Facts**

Opened.....	1994
FY08 average daily population.....	165
FY08 full-time employees.....	70
FY08 Inmate cost per.....	\$121
FY08 expenditures (millions).....	\$6.3



# Montana State Prison

Montana State Prison is the largest correctional facility in the state, housing more than 1,400 inmates in a 68-acre compound designed to handle four custody levels: maximum, close, medium and minimum. However, despite its size and status as a familiar symbol of corrections in Montana, the prison itself contains only about 11 percent of all offenders under Department of Corrections supervision.

The prison and its staff of about 600 uniformed and non-uniformed employees is committed to protecting Montana citizens, ensuring the safety of employees and inmates, maintaining communication with crime victims and providing opportunities for inmates to make positive changes needed to return successfully to their communities.



The prison is located just west of Deer Lodge and the site of the old territorial prison, which began operations in 1869 and was used for the next 108 years. The new prison, costing \$5.7 million and containing 334 beds, opened in 1977 and was already too small to meet demand. The 1977 Legislature authorized construction of two high-security housing units for \$3.8 million, but the 192 additional beds were inadequate for the growing population. A series of further expansions during the 1980s and 1990s added about another 900 beds. The most recent addition involves 108 beds at the work and re-entry center (formerly called the work dorm) in 2008, increasing the prison's total operating capacity to its current level of 1,485.

The prison compounds are divided into low side, high side and maximum security. Within those custody levels are different types of supervision. Inmates range from general and special management populations to those with serious mental illness and

*The oldest buildings at Montana State Prison include A, B and C units (foreground) and Rothe Hall and E Unit (background).*

***For related statistical information, see Appendix E***

inmates housed for pre-hearing confinement, detention or administrative segregation. The latter level of security is for inmates whose behavior dictates they cannot be housed safely in the general population.

Montana State Prison, in conjunction with Montana Correctional Enterprises, provides work for about 70 percent of the inmate population, as well as education, treatment, programming, recreation, religious activities and health services to promote a sense of self esteem and work ethic that will serve inmates before and after their release from incarceration.

The prison administration includes a warden, deputy warden, two associate wardens and security major. Operations include three bureaus.

The **Contract Placement Bureau** manages and monitors contracts with two regional prisons, an assessment and sanction center and a private prison in Montana. The working relationships with these partners are critical to the department by giving it the flexibility it needs to manage the always-changing inmate population. Existence of the private and regional prisons has prevented overcrowding and allowed the department to avoid moving inmates to other states.

Adult male offenders are screened, evaluated, tested and classified before decisions are made on placement in one of the regional facilities, the private prison or Montana State Prison. Placement decisions are based on an inmate's classification scores; medical, dental and mental health needs; and security and victims' concerns.

Montana State Prison houses all high-security risk inmates, such as maximum security and those inmates with serious medical needs and mental health issues.

Crossroads Correctional Center in Shelby also houses a portion of the administrative segregation population. Corrections Corporation of America, a private contractor with 65 correctional facilities and 72,500 beds in the United States, operates Crossroads with 512 state inmates. A 96-bed expansion to house federal inmates was completed in early 2007.

The department also contracts with three counties for prison cells: Dawson County operates a 144-bed regional prison in Glendive, Cascade County operates a 152-bed regional prison in Great Falls and Missoula County operates the

144-bed Missoula Assessment and Sanction Center, formerly the Missoula County regional prison. MASC is described in more detail under Adult Community Corrections programs.

The bureau coordinates movement of inmates among the state and contracted secure facilities and

*Mike Mahoney,  
warden*



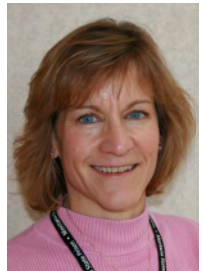
*Ross Swanson,  
deputy warden*



*Pat Smith,  
Contracts  
Placement  
Bureau chief*



*Cathy Redfern,  
Health Services  
Bureau chief*



*Candyce  
Neubauer,  
Technical  
Correctional  
Services  
Bureau chief*



*Linda  
Moodry,  
public  
information  
officer*



### **Quick Facts**

Opened.....	1977
FY08 average daily population.....	1,391
FY08 full-time employees.....	607
FY08 inmate cost per day .....	\$92
FY08 expenditures (millions).....	\$66.7





*An inmate accesses reading materials in the low-side library at Montana State Prison in Deer Lodge.*

enforces a comprehensive monitoring process that ensures contract compliance, controls costs and maintains public safety as the top priority. On-site monitors employed by the state report directly to the bureau chief on these issues. An audit team conducts periodic inspections to determine compliance with food service, medical care, programming, security and administrative policies.

The **Health Services Bureau** provides medical, dental and mental health services for inmates at Montana State Prison and offenders in the nearby Treasure State Correctional Training Center. Through a comprehensive screening and assessment that occurs at admission, inmates with the most serious mental and physical health issues are housed at the prison where extensive services are available. Physicians, dentists, nurses, and mental health staff see more than 100 inmates daily to address a variety of health concerns.

The bureau operates a 16-bed licensed infirmary as well as an on-site mental health treatment unit. The health care team is dedicated to meeting the constitutionally mandated requirements for inmate health care. Gov. Brian Schweitzer twice honored the team for excellent performance – for achieving compliance with the settlement agreement in a lawsuit over medical care and for its response to a bus accident that killed a prison employee and injured two dozen other prison staff members. Health services has set a goal of obtaining accreditation through the National Commission on Correctional Health Care by 2010. The commission sets standards for correctional health care, including dental and mental health.

The **Technical Correctional Services Bureau** is comprised of the inmate classification, discipline, grievance, and placement and movement programs for the entire prison system in Montana. These programs are the cornerstone for managing the risk that inmates pose to the public, the institutions and their staffs, and to other inmates. The bureau promotes public safety and institutional order by appropriately differentiating inmates based on their security, custody and program needs, and preparing inmates for their return to society by promoting accountability and responsibility during their incarceration. The bureau represents a corrections “check-and-balance” system for handling inmate risk through proper classification and monitoring inmate behavior through the disciplinary and grievance system.

#### **Accomplishments:**

- Converted Close Unit III into a locked housing unit to meet the need for additional administrative segregation
- Created a restricted administrative segregation block in the maximum-security building to address behavior management and gang problems
- Completed upgrades of the heating and air handling system in the high-side kitchen
- Converted a low-security housing unit into one that has only inmates working in the industries compound
- Installed a new system to enhance security in the maximum-security and Close Unit III, and the work and re-entry center

- Improved outer perimeter security by clearly marking all prison and Montana Correctional Enterprises vehicles used by inmates in their job assignments
- Continued addressing disability access issues related to a lawsuit
- Replaced worn-out hospital beds in the infirmary
- Completed a 108-bed expansion of the work and re-entry center in late 2008
- Filled additional correctional officer positions to reduce by half the number needed for the proper relief factor
- Modified a number of cells in maximum security to prevent damage to state property and reduce the risk to staff and minimize self-harm behavior by inmates
- Upgraded equipment, including weapons, vests and helmets used by the teams responsible for responding to emergencies
- Upgraded firearms used in staff training
- Eliminated a major security concern by replacing inadequate inmate property storage bins with ones that allow storage of personal property permitted by prison policy
- Enhanced emergency medical response with the purchase of six external defibrillators
- Improved the key-control system by purchasing a computerized system
- Continued improvements to the emergency response system that includes policy updates, training and on-site drills



*A tower straddles the double fence that surrounds Montana State Prison.*



*Montana State Prison, looking to the northeast*



# Montana Correctional Enterprises

Montana Correctional Enterprises (MCE) operates industry, vocational and agricultural programs that provide employment and training opportunities for hundreds of inmates in Montana prisons. The goal of these programs is to encourage positive change in offender behavior and better prepare them for returning to their communities upon release.

Inmates involved in the programs learn marketable skills, a strong work ethic and a measure of self-esteem through pride in their work and achievement. Such opportunities are shown to improve inmate behavior while incarcerated and enhance their chances of succeeding when they leave prison and strive to build productive, law-abiding lives. National studies indicate that inmates learning a trade or work ethic are more likely to stay out of prison.

In the end, MCE programs benefit public safety by aiding offenders in their lives on both sides of prison walls.

The programs are largely self-supporting. Montana Correctional Enterprises employs 77 civilians and about 450 inmates at Montana State Prison and Montana Women's Prison in seven major programs.



The division's operations are overseen by a nine-member Correctional Enterprises Advisory Council representing private business, post-secondary education, organized labor and the Legislature. The council collects and analyzes information on the effectiveness of MCE programs, makes recommendations on development of new programs, assesses current and future infrastructure needs of MCE programs, and reports to the governor on its findings.

The programs generate enough revenue to cover about 82 percent of the division's \$13 million annual budget. The remaining money comes from the state general fund to produce license plates and provide vocational-education classroom study.

MCE's seven major programs are agriculture, industries, canteen, license plate production, vocational education, food factory and accounting support.

**Agricultural operations** include all aspects of a working cattle ranch and dairy, including range cattle, crops, feedlot, land management, dairy milking parlor and milk processing. Inmates also are trained in sawmill and lumber processing operations and in wildland firefighting. Inmates in the agriculture program have opportunities for training on a wide variety of equipment including heavy machinery, cut-off saws, computerized milking equipment, milk-processing equipment, semi-trucks, farm im-

*For related  
statistical  
information,  
see  
Appendix F*

*Gayle  
Lambert,  
administrator*



*Bill Dabney,  
agriculture  
director*



*Larry Burke,  
vocational  
education  
director*



*Johnal Holst,  
industries  
director*



*Joe Mihelic,  
food factory  
director*



*Andrew Olcott,  
fiscal director*



plements, grain augers, fire suppression equipment and log peelers. Training also is available in animal husbandry, laboratory testing, horsemanship, packaging and shipping, clerical duties and veterinary care.

The **ranch** manages about 1,700 head of black Angus cattle. Calving begins in early March and the calves are sold in the fall through a video livestock auction. All range cattle, sold through the auction, must be shipped to destinations outside of the state to avoid in-state competition with Montana producers.

The **dairy** milks approximately 350 cows three times a day in a state-of-the-art computerized milking parlor. About 30 percent of the raw milk produced by the dairy is used in the processing plant for cottage cheese, ice cream, skim and fat-free milk, and yogurt. These products are sold to Montana State Prison, Helena Prerelease Center, Elkhorn methamphetamine treatment center and Riverside Youth Correctional Facility in Boulder, Treasure State Correctional Training Center at Deer Lodge, Anaconda-Deer Lodge County Jail, and Montana State Hospital and WATCH (felony DUI treatment) program at Warm Springs. The remainder of the milk is sold to a Bozeman milk processing company, and cream is sold to several Montana confectioners. The dairy has a full-time, state-certified inmate lab technician who works with the state Department of Livestock.

A 15-man inmate **fire crew** and its supervisor work with the state Department of Natural Resources and Conservation to help fight wildfires in western Montana. When not on active fire duty, the crew works on the MCE ranch or in local communities providing such services as painting local government buildings, planting trees, installing playground equipment, cleaning up litter, performing fairground maintenance, and helping with cleaning up after disasters.

The agriculture director has implemented short- and long-term range, weed and forest management plans to ensure best use of ranch land resources. These plans serve as a guide for all activities, and play an integral part of the success of the agricultural program.

**Industry operations** offer production-oriented training and work assignments in several manufacturing programs: furniture, upholstery, printing, signs, custom cowboy boots, sewing and embroidery, lanyards, bow-sight assembly, and hygiene kit assembly. A dog-training program at Montana Women's Prison, called Prison Paws for Humanity, teaches female inmates how to provide rescued and privately owned dogs with basic training and social skills, and trains service dogs to assist disabled people in their daily lives.

Six MCE industry programs – sewing, and production of specialized military gear, bow sights, cowboy boots, lanyards and gun slings – are certified by the U.S. Justice Department's Prison Industry Enhancement Certification Program. (The boot-making operation ended in November 2008.) Inmates participating in these programs are paid prevailing wage for their work, and up to

80 percent of their gross wage is deducted for federal and state withholding tax, crime victim compensation, family support, and room and board. In addition, each inmate in one of the programs has 10 percent of his or her net wages deposited into a mandatory savings account which becomes available to them upon release.

The **canteen** operation sells commissary items to the inmates at Montana State Prison, Montana Women’s Prison, Dawson County Correctional Facility, and Elkhorn Treatment Center. The items include snack foods, personal hygiene items, clothing and footwear, and electronics. Half of the net profits from canteen operations are deposited in the inmate welfare fund, which is used to pay for satellite TV service to inmates, provide money to inmates being released and finance special inmate activities.



*An inmate worker operates a conveyer belt loaded with dirty bedding and clothes in the laundry at Montana State Prison.*

The **license plate factory** supplies all vehicle plates for the state and trains inmates in digital graphic design, license plate production, packaging, shipping and inventory controls. The factory produces over 700,000 plates annually, with that number increasing to 2.4 million when a new design is issued. The factory produces more than 120 types of plates, including almost 100 specialty versions for sponsoring Montana organizations. They have raised more than \$3.6 million for their causes since the inception of the specialty plate program. An inmate graphics designer has played an integral part of each license plate design.

**Vocational education** trains inmates in automotive and heavy equipment mechanical repair, welding, machining, institutional laundry operations, electronics, food processing and computer applications. One program works with Toyota to produce automotive training aids for its technical education networks in community colleges. After inmates complete training, they have the opportunity to put their skills to work in real-world work settings of a motor vehicle maintenance shop and cannery. Other classroom studies include business skills, computer-aided drafting, standard and commercial driver’s licenses, and prisoner re-entry.

towards certification, which takes approximately 1,500 hours over six months. The food bank network obtains donations of food products to be processed and the canned goods are then delivered to food banks serving low-income Montanans. Typical products include onions, potatoes, apples, pumpkins and wild game.

The **cannery** operates in partnership with the Montana Food Bank Network and offers inmates work and training opportunities in the food-processing industry. In addition, an inmate can work

The **food factory** includes a bakery and a central food preparation facility which uses a cook-chill process to produce over 10,000 meals a day for several state and local government customers. All menus are reviewed by a registered dietician to ensure all American Dietetic Association requirements are met. The factory’s customers are Montana State Prison, Helena Prerelease Center, Elkhorn meth treatment center, Riverside Youth Correctional Facility, Treasure State Correctional Training Center, Anaconda-Deer Lodge County Jail, Montana State Hospital and the WATCH DUI treatment program at Warm Springs.

The **accounting program** is a support function for MCE programs, and offers work and on-the-job training for inmates while providing all budgeting and accounting services for the division. It handles

Quick Facts	
Full-time employees.....	77
Participating inmates.....	442
FY08 expenditures(millions).....	\$13.5
Economic impact (millions).....	\$9.5



MCE ranchland public access security and clearance, new business development, policy development, and program coordination and support.

### **Accomplishments:**

- Working with the state Department of Natural Resources, completed the first two logging projects on the MCE ranch lands, dealing with dead and dying trees due to the Montana pine beetle infestation, reducing wildfire potential and promoting healthier forests. Approximately 1.3 million board feet of timber was harvested.
- Obtained a federal grant for workplace and community transition training for youthful offenders, in cooperation with Montana State University-Billings. The first class of 21 male and 12 female inmates graduated in February 2008.
- Generated a profit of almost \$26,000 for the inmate welfare fund through operation of the canteen program
- Implemented a centralized canteen accounting computer system
- Expanded food factory service to provide tray meal service to the Elkhorn methamphetamine treatment center, the Anaconda-Deer Lodge County Jail and the newly expanded work and re-entry center
- Opened a renovated and improved inmate hobby store in downtown Deer Lodge in May 2007. The store is a marketing outlet for inmate items produced at state and contracted prisons. In its first 10 months of operation, the store had sales of more than \$75,000. The money is returned to the inmate hobbyists, with a small commission to MCE for program oversight.
- Provided the inmate fire crew for 61 days of fighting wildland fires throughout Montana, at a savings of more than \$1,300 day from the cost of fielding a traditional fire crew. The crew spent another 32 days on public service projects including cleanup of the historic Rialto Theater gutted by fire in downtown Deer Lodge.
- Began providing lumber grading certifications, recognized by the lumber industry, to inmate workers that have successfully completed the training and testing in the lumber-processing plant, expanding the opportunity for released inmates to get good paying jobs in the lumber mill field
- Hired a driver's license coordinator who assists inmates in obtaining their Montana driver's licenses, either through renewal or new driver's testing. She also assists inmates in obtaining needed documentation such as copies of birth certificates, Montana identification cards and Social Security cards.
- Enhanced ranch security by hiring two correctional officers dedicated to ranch operations, adding devices to verify officers' security rounds and installing tracking monitors in all inmate-driven vehicles



*The dairy operated by Montana Correctional Enterprises milks about 350 cows three times a day.*



*Inmate workers trim boards for pallets at the lumber mill operated by Montana Correctional Enterprises.*

# Human Resources

The Human Resources Division provides innovative human resource services, professional employee development and training programs, department policy management, and American Indian cultural services. As part of the third-largest state agency, the division serves about 1,250 employees located in facilities throughout Montana and has staff located in Helena, Montana State Prison and the department's Training Center at Deer Lodge, and Pine Hills Youth Correctional Facility in Miles City.

The **Human Resources Bureau** provides a comprehensive range of human resource management and consulting services. The bureau provides department staffing through development and implementation of targeted recruitment plans for agency positions where it has been difficult to attract qualified candidates and retain employees, including correctional officers, teachers, physicians, nurses and other medical personnel. The bureau recruiter represents the department at career fairs throughout Montana including Montana university system campuses, and private and tribal colleges. The department joined forces with the Montana Job Service as an employer of choice to increase public awareness of department career opportunities and increase applications for department positions.

Bureau human resource specialists develop and maintain position job profiles; prepare and advertise job announcements; develop individualized selection plans; and provide technical assistance for hiring supervisors to identify and hire the most qualified candidates for department positions.

Bureau staff monitors agency compliance with complex federal and state employment and civil rights laws, responds to employee and citizen complaints, handles disability accommodation requests, and manages administrative procedures related to these laws, rules and policies. Staff classifies department positions under a delegated authority agreement with the State Human Resource Division and provides staff advice and assistance with employee pay and compensation. The bureau also administers the department's employee health and benefits program, and Governor's Award for Excellence program; provides supervisors with advice and assistance on staff discipline and performance management; and oversees workers' compensation injury losses and early return-to-work initiatives.

The bureau provides labor relations and contract administration for eight collective bargaining agreements involving three unions, including coordinating and facilitating contract negotiations, grievance resolution and employee relations initiatives.

The **Staff Development and Training Bureau** provides cutting-edge course curriculum development, evidence-based training and technical assistance based on current best practices within the correctional field. The bureau provides department staff with basic, intermediate and advanced



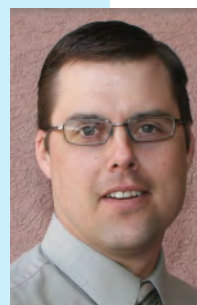
*Steve Barry,  
administrator*



*Myrna Kuka,  
American  
Indian liaison*



*Ken McElroy,  
Human  
Resources  
Bureau chief*



*Curt Swenson,  
Staff  
Development  
and Training  
Bureau chief*



*Mary Greene,  
Policy Unit  
manager*

***For related  
statistical  
information,  
see Appendix G***





*Administrative support personnel from adult community corrections programs attend three days of training in Helena.*

training courses; distance-learning opportunities; self-study programs; on-the-job training that is supervised, documented and evaluated; and opportunities for educational advancement through college accredited training. Bureau training courses provide employees the opportunity to develop, reinforce and increase the skills necessary to perform the duties and responsibilities of their position, and to acquire knowledge needed to advance their careers.

The bureau uses multiple training methods that include use of traditional classroom study, a staff library, distance-learning curricula and state-of-the-art computer-based education. This holistic approach to providing staff education allows employees to obtain the most relevant, up-to-date training, while reducing training costs.

The bureau manages a comprehensive training records system that includes maintenance and retention of staff training and course curriculum records. Staff also assesses for supervisors the work flow of their operations, analyzes the results and recommends organizational changes. Bureau staff conducts strategic planning and team-building exercises throughout the agency, ensuring consistency with the department's mission, vision, values, goals and objectives.

The **Policy Unit** manages the development, review, revision and publication of 235 department policy directives. Policies are developed and managed in accordance with applicable national standards and federal and state laws in order to ensure public safety, institutional security and protection of offenders' civil rights. The 200 unrestricted department policies are available to the public on the department's Web site: <http://cor.state.mt.us/Resources/Policies.asp>.

In the past two years, the policy unit has accomplished three major goals: Oversaw the rewriting of 153 outdated department policies, coordinated the 2007 annual review of 101 revised policies in accordance with American Correctional Association standards, and established online policy access for department employees through the agency's intranet site. The challenge for the next biennium will be revising and publishing the remaining 82 outdated department policies.

The **American Indian liaison** serves as the department's authority to provide knowledgeable guidance to department staff on native American spiritual and cultural issues within the environment of sound correctional



practices. The liaison regularly meets with the governor’s Indian affairs coordinator; tribal officials; Indian Alliance Center staffs; Montana-Wyoming Tribal Leaders Council members; and other American Indian parties to ensure ongoing communication regarding department activities, programs and initiatives. The liaison communicates with American Indian offenders and their families to listen to concerns and develop solutions that take into consideration the cultural and spiritual needs of native offenders. The liaison provides department employees with training on American Indian cultural practices and recruits within the native community and at state and tribal colleges to encourage American Indians to apply for department positions.



*Curt Swenson, Training Bureau chief, in action*

#### **Accomplishments:**

- Transitioned all non-union staff to a five-year entry-to-market pay progression broadband pay plan and developed specialized career progression plans for probation and parole and correctional officers
- Implemented a 0.6 percent discretionary competency-based pay program for department staff
- Implemented a new staff misconduct investigation policy to ensure consistent handling of both criminal and administrative incidents
- Maintained correctional officer staffing levels at major department facilities, and recruited and hired a dental director
- Implemented, in conjunction with Montana Job Service, a targeted “Employer of Choice” initiative to increase applicants for key department positions
- Reduced workers compensation insurance losses resulting in a 30 percent (\$433,474) return on premium
- Completed signed contracts with eight separate unions, including migrating teachers onto the broadband pay plan from the multi-step teacher plan
- Revised the American Indian liaison position duties to emphasize community corrections programs and recruitment of native American applicants for department positions
- Completed a successful “native cultural officer” pilot program utilizing a federal grant and developed a plan for continuing the program
- Made all department policies available to agency employees, based on security access levels, by posting them on the agency’s intranet site
- Implemented a distance-learning program that includes video conferencing, web-based training software, online resources and computer-based training to provide quality, progressive education to employees in a cost-effective manner
- Conducted a comprehensive curriculum review of the probation and parole and the corrections and detention officer basic training programs, and implemented recommendations for change, which included rewriting program goals and curriculum, and updating testing tools
- Maintained college accreditation for a large portion of the curriculum offered to staff, which allows staff the opportunity to earn up to 20 college credits for completing department training courses
- Successfully transitioned the department comprehensive records management system from an antiquated database to the statewide SABHRS system
- Enhanced offender programming through the development and implementation of an effective communications curriculum for staff that focuses on offender behavior change through the use of motivational interviewing techniques by staff
- Improved the department’s leadership initiative through the development of a relationship with The Pacific Institute and implementation of the Investment in Excellence program
- Conducted the first executive leadership conference for upper-level department managers with a focus on integrity

#### **Quick Facts**

Number of employees.....1,246  
 Annual training hours.....638  
 Average years of service.....9.9  
 Turnover rate (2008 est.).....18.4%

# Health, Planning & Information Services

The Health, Planning and Information Services Division includes a broad array of services crucial to the Montana Department of Corrections. It is responsible for ensuring offenders' mental and medical health needs are met in order that they have the best chance of emerging from the correctional system mentally and physically fit as they strive to successfully re-enter society. The division also provides technology and planning services to other divisions and programs within the department. These services ensure those responsible for managing youth and adults in both secure and community settings are able to plan and make decisions affecting thousands of offenders based on accurate and carefully analyzed information.

The **Health Services Bureau** is comprised of a team of health care providers creating an integrated and comprehensive system for delivering quality health care for all correctional facilities and programs in the department. This collaborative team is focused on preventing disease, relieving pain, diagnosing health complaints, and treating acute and chronic health conditions with medical, psychiatric, dental and vision services.

The health services bureau fulfills the department's responsibility to provide appropriate health care to offenders incarcerated by the state and holds service providers accountable for supplying quality care that is timely and appropriate for the medical condition being treated. At Montana State Prison alone, more than 400 offenders are enrolled in chronic care programs. Inmates need chronic care for such health problems as coronary artery disease, high blood pressure, seizure disorders, diabetes, heart disease and AIDS/HIV. Many offenders receive treatment for multiple chronic health problems.

Montana's corrections system faces myriad health-related challenges, such as long distances between facilities, difficulty recruiting and keeping medical staff in remote locations, lack of medical care in smaller communities and an aging offender population. The bureau sets policy and long-term direction for the department's health programs at each of the correctional facilities and community programs. Bureau staff members work to improve medical, dental and behavioral health care to offenders in Montana's correctional system through consistent delivery of services, aggressive efforts to control costs and improved treatment models.

The department staff continues to work with the Department of Public Health and Human Services through a behavioral health program facilitator who acts as liaison between the two agencies. The focus of the employee is the treatment needs of offenders with both serious mental



*Gary Hamel,  
administrator*



*Laura Janes,  
Health Services  
Bureau chief*



*John Daugherty,  
chief  
information  
officer*



*Deb Matteucci,  
behavioral  
health program  
facilitator*



*Megan Bowker,  
PREA  
coordinator*



*Dewey Hall,  
statistics and  
data quality  
manager*

illness and substance-abuse disorders. The position, created in 2006, has resulted in improved communication, planning and program development.

The **Planning Bureau** looks at the big picture and long term. It examines new programs, monitors performance and manages special projects. The bureau looks for ways to spend taxpayer dollars more effectively in accomplishing department goals. The bureau provides planning assistance in implementing community corrections options, exploring youth alternatives, business continuity planning and special projects such as sex offender treatment, mental health alternatives and specialized needs of geriatric offenders.



*Staff at the Montana State Prison infirmary work on updating patient charts.*

The **PREA Unit** implements provisions of the federal Prison Rape Elimination Act of 2003 (PREA) for the department. It enforces the department's zero-tolerance standard for sexual assault and rape within Montana's correctional system. The unit is responsible for investigating all allegations of offender-on-offender and staff-on-offender sexual misconduct, and participates in national data collection efforts through application of standards and accountability measures. The PREA Unit promotes public safety by holding offenders, employees and contractors accountable under state and federal PREA policies and statutes. The provisions of PREA apply to all federal, state and local prisons, jails, police lock-ups, private facilities, and community corrections settings. The PREA Unit consists of two staff, a coordinator and investigator. The coordinator is responsible for monitoring compliance with the federal law in department and contracted facilities and programs. As a sworn law enforcement officer, the investigator is responsible for the investigation of sexual misconduct allegations involving department and contracted facilities and programs, including violations of policies or

rules, offender appeals, discipline and staff misconduct. Failure to comply with PREA standards would result in loss of 5 percent of all federal funding for state and local governments in Montana.

The **Compliance Monitoring Unit** has two staff members who use team members throughout the department to conduct compliance audits for all functions at department and contracted facilities. The audits determine whether the programs and facilities adhere to policies, procedures and contractual agreements. Best-practice applications are measured by acceptable standards adopted by the American Correctional Association and the National Institute of Corrections. The unit also operates a department-wide

*For related statistical information, see Appendix H*

### Quick Facts

Networked computers.....	849
Statistical report requests (FY08).....	263
Hours to fill statistical requests.....	3,086
Contract pharmacy prescriptions.....	71,622
Prescription costs (millions).....	\$2.07
IT budget (millions).....	\$2.3



safety program and oversees safety officers for all department operations. This program addresses safety and accident prevention, early return-to-work programs and safety training in the department and applicable contract-ed facilities. Best practices for safety usually follow standards adopted by the federal government's Occupational Safety and Health Administration, Montana State Fund, the state Risk Management and Tort Defense Division, and the Montana Cultural Act.

The **Emergency Planning and Preparedness Unit** ensures the department is able to respond effectively to emergencies that arise in corrections and can jeopardize the safety of the public and correctional facilities. It maintains and tests the department's emergency response and notification system. The unit follows the Federal Emergency Management Administration (FEMA) fundamental principals of emergency activism: mitigation, preparedness, response and recovery. National Incident Management System compliance for incident management and training are adopted standards in the department as directed by presidential, Homeland Security and gubernatorial directives. This unit coordinates with all department facilities and programs to ensure a consistent approach to emergency planning and preparedness throughout the agency.

The **Information and Business Technology Bureau** provides leadership, strategic direction, guidance and expertise for gathering, storing, protecting, interpreting, improving and presenting information critical to the department's mission. The bureau aids the department in managing technology applications and interacting with other public and private agencies and interests with ever-changing technology demands. Bureau staff ensures department employees have adequate technology tools to find, use and provide accurate and timely information. The department's computing system has more than 1,000 users, 849 workstations, 51 servers and hundreds of printers scattered at 27 locations throughout the state.

Staff is involved with accessing, inputting and analyzing data; exchanging information through a computer communications network; and providing information to the public.

Statistics and data quality staff develops statistical information and reports for department staff, the Legislature, federal agencies and Montana citizens. The staff also maintains the department's population management projections, detects and repairs data quality errors, maintains the department Internet and intranet sites, and responds to national surveys requesting offender demographics and statistics.

Staff is involved in maintaining and supporting existing and creating new custom applications. Application developers also perform business analyses, testing, training, planning and maintenance. In the past biennium, staff completed work on new programs for the Montana State Prison mail room and visiting systems, the prison's post order logs system, and the Montana Juvenile Information System.

Much of the staff's focus has been on replacing the department's outdated adult offender management systems. This project required staff to learn several new technologies that were not used in the department before. The staff completed the programming of the first



*Mark Johnson, lead statistician for the Department of Corrections, analyzes new data on offender population projections.*

phase of the new Offender Management Information System (OMIS) that was launched Sept. 15, 2008. It replaces and expands several old databases used by the agency, providing one-stop access to offender information. It contains basic demographic information about offenders, where they are in the system or communities, their placement history, gang affiliations, family members, photos, court records, sentence expiration dates, risk

assessments, and employment status. It also includes a caseload management tool for probation and parole officers. Future expansions of the system will include information about inmate grievances, treatment and education information, pre-sentence investigations, transportation and sentencing. A version of the system will be specific to youth supervised by the department.



*Argo is the name of the ambitious project to develop a new offender management information system.*

Bureau staff members continue to work with other state and federal agencies on data sharing initiatives with the goal of increasing data integrity, decreasing redundant data entry and enhancing public safety. For example, the bureau is involved with the Integrated Justice Information Sharing Broker project. The goal of this effort is to create a method of exchanging public safety information between federal, state and local law enforcement agencies. The current phases of this project involve establishing a statewide victim notification system and development of Montana specifications for the national information exchange model, which is intended to produce broad standards and processes for sharing criminal justice information among justice agencies in emergencies. Future phases of this project depend on the ability to secure grant funding and include the ability of law

enforcement agencies to electronically share case information in real time by making traffic citation information available to courts and the Motor Vehicle Division, and allowing courts, corrections, prosecutors and public defenders to share information on disposition of cases.

In the 2011 biennium, the bureau will continue to work on information management systems updates, information sharing initiatives, electronic document imaging and strengthening internal controls for systems used to secure data.

### **Accomplishments:**

- Hired a dental director to oversee the state adult and juvenile dental programs
- Helped 14 medical staff members become certified correctional health professionals
- Hired two nurses who are certified in hospice care at Montana State Prison (MSP)
- Hired a managed care nurse for cost containment and utilization review
- Established a discharge planning team that meets monthly at MSP to discuss those offenders being released from a secure facility to a community corrections program. The team includes representatives from the Department of Public Health and Human Services and the Department of Corrections, including MSP medical, probation and parole, and mental health staff.
- Rescinded the department medical co-pay policy which will allow offenders to access health care without paying a small amount for medical services
- Expanded pharmacy services to include servicing prerelease centers, methamphetamine treatment centers, sanction and revocation centers, and county jails holding offenders under the department's supervision
- Developed and implemented policies containing provisions of the Prison Rape Elimination Act (PREA)
- Hired a PREA coordinator and investigator
- Answered 454 requests for statistical reports representing more than 3,120 hours of staff time in FY06 and FY07
- Updated computer desktop technology to comply with current state standards

# Adult Community Corrections

**The Adult Community Corrections Division** is a key player in managing the offender population for the state of Montana. The role of this division is driven by the mission of the department to keep offenders in communities as productive, law-abiding citizens, while always considering the ongoing need to preserve public safety.

In fiscal year 2008, the division supervised about 81 percent of the nearly 13,000 offenders under the Department of Corrections jurisdiction, a population larger than all but 7 of the state's 129 cities and towns. Five years ago, community corrections managed 78 percent of the total offender population. From fiscal year mid-2000 through mid-2008, the number of offenders in community corrections programs increased 55 percent as part of an ongoing effort to provide safe, more effective and less costly alternatives to prison. This has helped the state avoid the need for a new prison and contributed to the decline in the rate at which offenders return to correctional facilities.

Montana's expanded community corrections system allows corrections professionals to manage the increasing offender population with a variety of specialty programs designed to address the individual needs of offenders through treatment and other services aimed at reducing recidivism. During the past four years, the department has added 193 beds in prerelease centers and 120 beds in a pair of methamphetamine treatment centers for men and women. It developed nine contracts with substance abuse and mental health providers serving more than 300 offenders monthly out of probation and parole offices, and hired 33 probation and parole officers to accommodate the 24 percent growth in the number of parolees and probationers. The department also launched a program to divert from prison those offenders who violate conditions of their community placement. It developed a unique multipurpose facility that serves as a prerelease center, drug-abuse treatment program and assessment and sanction center for women. A boot camp and an assessment and sanction center for men round out the array of community corrections programs.

The Montana Department of Corrections is recognized as a national leader in acknowledging a cookie-cutter approach to managing offenders has not worked well in the past and that providing innovative alternatives to prison provides better outcomes for victims, families, offenders and the public. Although community corrections programs are about 80 percent less costly than prison, the department recognizes that the greater savings is in the human lives that are salvaged from futures of crime and in the ability of citizens to live in a safer society.

**The Probation and Parole Bureau** is the backbone of adult community corrections, with 143 officers shouldering responsibility for supervising



*Pam Bunke,  
administrator*



*Ron Alsbury,  
Probation and  
Parole Bureau  
chief*



*Kelly Speer,  
Facilities  
Program  
Bureau chief*

*For related  
statistical  
information,  
see  
Appendix I*



approximately 8,900 offenders in communities throughout Montana. The bureau has 23 field offices and eight offices in institutions. Traditional officers have 75-100 offenders on their caseloads and some officers specialize in sex offenders, mental health cases, DUI offenders, boot camp graduates, conditionally released offenders, and in writing pre-sentence investigations for the courts.

The role of probation and parole officers in the intensive supervision program (ISP), a form of adult supervision in which offenders live at home and hold jobs while being monitored electronically, was expanded in 2005. The department uses ISP as a tool to sanction offenders who violate the terms of their supervision by engaging in prohibited behavior such as using drugs or alcohol. This program provides short-term intervention and, in some cases, intensive chemical dependency treatment at the probation and parole office.

The number of offenders on probation, parole or conditional release grows at an annual rate of approximately 5 percent, as the criminal justice system



makes greater use of these less-costly options to prison. Maintaining an offender on probation or parole costs about \$4.63 a day, or as little as 3.8 percent of the daily cost of a prison stay. The work of probation and parole officers includes employment and home visits and case management tasks, preparation of pre-sentence investigations, court testimony and thousands of miles of travel every year.

In 2006, each of the six regions was able to contract with chemical dependency, mental health, and/or employment counselors who are housed in most of

the larger offices. This has resulted in minimal waits for offenders needing these services, and enabled officers and counselors to take a more collaborative approach in assisting offenders.

A day-reporting program was developed in Kalispell in 2006 and a second day-reporting program was added in the Glendive area in 2008. The program allows another alternative to incarceration for those offenders who have been unsuccessful with their initial community supervision.

A two-day curriculum assessment and development program used select probation and parole officers to identify required skills and knowledge for developing future training standards. The process also helped identify training subjects that might be better addressed through online offerings or incorporated into the existing field training officer program. In addition, the curriculum for basic probation and parole officer training is constantly revised to streamline the program and enhance the student learning experience. A comprehensive student training manual is under development to help facilitate a more uniform approach to information delivery and accessibility for new officers.

*Cathy Gordon,  
Interstate Compact  
Unit manager*



*Tony Heaton,  
Treasure State  
Correctional  
Training Center  
superintendent*



*Dan Maloughney,  
Missoula  
Assessment and  
Sanction Center  
administrator*



*Kerry Pribnow,  
prerelease  
program contract  
manager*



*Rick Deady,  
treatment program  
contract manager*



**The Missoula Assessment and Sanction Center (MASC)** operates under a cooperative agreement between the Department of Corrections and the Missoula County Detention Facility. Missoula County provides security, care and custody of DOC offenders while the MASC program provides assessments, short-term treatment programming and placement of the offenders. MASC is the “gatekeeper” for offenders sentenced by a judge to the supervision of the Department of Corrections. This 144-bed facility typically has a daily population of 137 male offenders and turns over an average of 40 offenders a week with four full-time state employees: an institutional probation and parole officer (IPPO), correctional unit manager, administrative support and administrator. Three contracted therapists provide assessment and treatment services. The offenders are evaluated for placement in a community corrections program rather than sending them directly to prison. These “DOC commits” are given mental health, chemical dependency, and/or sex offender assessments, as needed. If necessary, an offender may be placed in treatment programming while at MASC prior to being considered for placement in a community program. This process, along with the unit manager’s reports on offenders’ behavior while at MASC, helps the department determine the most appropriate placement.

Recently, MASC began accepting offenders who are less than 18 years old and have been sentenced as adults. The staff works closely with this special caseload to assess, evaluate and make appropriate placement referrals. Although these offenders are



*Twenty-three men, each in a white shirt and tie, were the first graduates of the Nexus meth treatment center in Lewistown in early 2008.*

convicted as adults, they have different thought processes than adults and require additional attention. MASC contracts with a mental health therapist whose specialty is youthful offenders and works with them to provide assessments, evaluations and treatment.

Approximately 75 percent of offenders who enter MASC are placed in community-based programs rather than prison, far higher than the program’s original goal of diverting 50 percent. MASC also serves as a sanction facility for offenders who violate conditions of their probation, parole, conditional release or prerelease placement. This feature provides yet another opportunity for an offender to correct criminal behavior and avoid prison. A similar model for female offenders is a joint venture between the department and Alternatives Inc., a private, nonprofit organization in Billings. This program, which moved from the Montana Women’s Prison to the

Passages facility in early 2007, has experienced diversion results similar to MASC.

### Quick Facts

Offenders supervised.....	10,431
Probationers/parolees.....	8,893
Probation/parole officers.....	143
Prerelease/treatment programs.....	13
FY08 expenditures (millions)...	\$52.9

**The Community Corrections Facilities Program Bureau** is responsible for managing contracts between the state and the six prerelease centers; seven drug and alcohol treatment programs; boot camp; and two assessment, sanction and revocation centers. A prerelease contract program manager oversees the contracts, compliance and productivity of the prerelease centers and a revocation, sanction and assessment program. A treatment contract



program manager oversees the contracts, compliance and productivity of the daily operations of DUI treatment centers in Warm Springs and Glendive, chemical dependency treatment operations in Warm Springs and Butte, and meth treatment centers in Boulder and Lewistown. The manager also oversees the Passages assessment, sanction, revocation and treatment facility for females and the Passages alcohol and drug treatment program, both located in Billings.



*Supervised trainees from the Treasure State Correctional Training Center sweep sidewalks in downtown Deer Lodge.*

The prerelease, treatment and the revocation and assessment facilities work cooperatively to determine an offender's needs, treat addictions that control behavior, and help offenders assimilate into their communities.

**The Sanction, Treatment, Assessment, Revocation and Transition (START) program** at Warm Springs opened in December 2005. Begun as a three-year pilot project, the 80-bed program is designed to handle offenders who violate conditions of their community placements and offer them an alternative to being in prison. Community, Counseling and Correctional Services Inc. was the original contractor for START. In June 2008, the Department

of Corrections solicited proposals for continued operation of the program at a new location with increased capacity of 98. The new contract was scheduled to be awarded in late 2008. The program is expected to open at its new home by October 2009. The goal of the program is to help get offenders back on track and return them to the community without a costly prison stay. The program has returned 88 percent of offenders to communities at an average savings of at least \$67,000 per offender.

**Prerelease centers** in Billings, Bozeman, Butte, Great Falls, Helena and Missoula provide space for about 800 men and women as they transition from prison to their communities or try to get their lives in order to avoid prison. Because a typical stay in a prerelease center is six months, the facilities are able to serve approximately 1,600 offenders per year. The department also has contracted with center operators to allow 55 offenders assigned to centers to be monitored electronically. This permits the state Board of Pardons and Parole to use the program for difficult-to-place offenders as they transition into the community while addressing the need to maintain public safety.



*The Passages correctional programs for women are housed in a former hotel in Billings.*





*The Elkhorn Treatment Center treats 40 women offenders for meth addiction.*

The department has worked with private, nonprofit organizations to create 193 additional prerelease center beds since 2005. This increase in capacity comes from a 65-bed expansion of the Billings prerelease centers, 40 beds at the Great Falls Prerelease Center, 34 beds at the Helena Prerelease Center, 30 beds in the Gallatin County Re-entry Center and 40 beds in Kalispell. The Kalispell facility, authorized by the 2007 Legislature, will serve male offenders and is expected to be operating in 2009.

Additionally, the department has contracted with all the prerelease centers to provide the enhanced supervision program (ESP) to offenders on probation, parole, or conditional release supervision who need additional supervision and alcohol and drug monitoring. Offenders are required to check in daily for alcohol and/or drug screening and each prerelease center also provides employment and residence checks. Between the six centers, the department has 90 ESP slots for offenders needing this extra supervision.

**Passages** is a joint effort of the department and Alternatives Inc., a private, nonprofit corporation, to expand services for female offenders in Billings. The company purchased a hotel as the site for an expanded prerelease center, an assessment and sanction center, and a drug-treatment program. Passages opened its doors in January 2007, offering a unique combination of three correctional programs in one location.

Passages Prerelease Center is located on the first floor of the facility and has a capacity of 65 offenders. The opening of the center increased the number of prerelease beds for females in Billings from 25 to 65.

Passages Assessment, Sanction and Revocation Center (ASRC) is a 50-bed program located on the second floor of the facility. ASRC is an expansion of the former Billings Assessment and Sanction Center previously housed in the Montana Women's Prison. ASRC is a blend of services for females that incorporates functions of the START and MASC facilities for males, in one facility for female offenders. Offenders, who have been sentenced to supervision of the department, are evaluated for placement in community corrections programs rather than prison. These "DOC commits" undergo mental health, chemical dependency and other assessments to allow appropriate placement in community programs. However, offenders who are assessed as not appropriate for community programs are referred to the Montana Women's Prison. Additionally, ASRC also accepts offenders who violate conditions of their community placements and offers them an alternative to prison. The goal of the program is to help offenders get back on track and return them to the community. Nine out of 10 women sent to the program have received community placement.

Passages Alcohol and Drug Treatment Center (ADT), located on the third floor of the facility, is a 40-bed, 30- to 60-day alcohol and drug treatment program. The program provides offenders with behavioral therapy, life skills and parenting or family training, and anger management and chemical dependency counseling. Offenders participating in the ADT program are required to complete six months in a prerelease center or the intensive supervision program following completion. Since opening, ADT has seen almost 98 percent of 213 offenders successfully complete the program.

**WATCH (Warm Springs Addictions Treatment and Change)** programs provide treatment to those convicted of felony drunken driving. WATCH West located at Warm Springs opened in 2002 and has a capacity of 108 male offenders. WATCH East at Glendive started in 2005 at the former Eastmont Human Services Center and houses 42 male and female offenders. Both programs offer intensive, long-term residential treatment that has been modified to meet the needs and issues of a correctional population. The program teaches offenders how to

live and function within the treatment community, the communities they return to and their families.



*The Missoula Prerelease Center houses 110 offenders.*

In addition to its regular treatment, WATCH West has developed programs to help DUI offenders who face additional treatment and recovery issues related to their offenses. One such group is called The KNIGHTS, a group of five offenders responsible for a death while driving under the influence. WATCH officials

discovered that these offenders had many issues that were not openly discussed in existing treatment settings. The KNIGHTS understand that their role is that of “messengers” to others in the WATCH program. The KNIGHTS will “pay it forward” - do something that benefits others and encourage others to do the same - through public speaking and helping others as they progress through treatment. Since opening, the WATCH programs have seen a 79 percent completion rate among 1,995 offenders. Of the 1,584 completing the program, 26 percent returned to prison.

**Connections Corrections program (CCP)** is a 60-day chemical dependency treatment program with a capacity of 52 offenders located in the same building as WATCH West at Warm Springs. Another CCP program operates in Butte with a capacity of 42. Offenders placed in the program participate in groups dealing with chemical dependency; behavioral therapy and criminal thinking errors; life skills and parenting or family skills training; domestic violence groups; grief counseling; anger management; and victims issues. Connections Corrections programs have a 94 percent completion rate among 3,589 offenders.

**Elkhorn Treatment Center** at Boulder opened in April 2007. Authorized by the 2005 Legislature, the 40-bed program treats women addicted to methamphetamine. Elkhorn is a prison alternative program providing 270 days of intensive treatment that includes behavioral therapy, parenting, anger management, criminal thinking errors, high school courses, self improvement, criminal conduct and substance abuse treatment. Elkhorn

graduates are placed at a prerelease center for an additional 180 days to provide for a 15-month continuum of care. A total of 35 women had graduated from Elkhorn by mid-2008.

**Nexus Treatment Center** in Lewistown opened in June 2007. Authorized by the 2005 Legislature, the 80-bed program treats men addicted to methamphetamine. Nexus offers the same nine-month program as Elkhorn, followed by six months in a prerelease center. A total of 70 men had graduated from Nexus by mid-2008.

The Department of Corrections, working with the University of Montana's School of Social Work, has developed outcome measures to track the success of the two meth treatment programs. Preliminary data analyzed characteristics of those completing and failing to complete the programs.

**Treasure State Correctional Training Center (TSCTC)**, or "boot camp," offers a valuable alternative to prison for some offenders. Volunteers accepted into the highly disciplined program are diverted from the prison population for 90-120 days of intensive programming in victimology, victim impact, criminal thinking errors, parenting, and anger management, as well as substance abuse treatment and academic schooling. Completion of the program may result in a shortened prison sentence.

The average daily population at the center increased in 2006 to near its capacity of 60 men, due to efforts by a local screening committee and additional referrals from MASC. The center, which is located near Montana State Prison outside Deer Lodge, works closely with the community and victims of crime. Victim impact panels are conducted to help offenders better understand the effects of their crimes, and work projects such as providing firewood for the disabled and elderly occur on a regular basis. The center also conducts a delinquency prevention program in which juveniles under supervision of the department observe the program and are confronted about their criminal behavior by the adult "booters."

The department contracts with the Great Falls Prerelease Center for a 90-day aftercare program for most offenders released from the boot camp. The prerelease center aids offenders' reintegration into the community by providing employment and housing. After completing the aftercare program, offenders usually are on probation or parole. Once a trainee graduates and completes the aftercare program, his involvement with the camp doesn't end. Drill instructors from the camp travel to probation and parole offices to attend group sessions with the graduates. Assignments are usually given to the graduates for them to complete prior to the sessions. Graduates discuss how they are doing and what problems they may be having. The assignments are discussed and graduates receive advice and directions from the drill instructors and probation and parole officers. If a graduate fails to follow all the rules of his release, he may be returned to the



*The WATCh program at Warm Springs is one of two offering treatment to those convicted of felony drunken driving.*



boot camp on a 30-day sanction. The sanction program is meant to provide an alternative to prison for the graduate and to continue to assist him in his rehabilitation through intensive discipline and group work.

**The Adult Interstate Compact Unit** coordinates the movement and data tracking of approximately 1,600 offenders living in other states on probation, parole or conditional release. Since 1937, the National Interstate Compact for the Supervision of Parolees and Probationers has provided the sole statutory authority for regulating the transfer of adult parole and probation supervision across state boundaries. All 50 states are members of this interstate agreement. In the past two years, the department has collected over \$45,000 in application fees from Montana offenders who wish to transfer out of state for supervision. In 2007, about 500 offenders applied for transfer and 420 paid their application fees and were transferred under the interstate compact. This money pays for Montana to belong to the national compact. The unit received 221 transfers into Montana from other states in 2007.

**Accomplishments:**

- Increased supervision through day reporting in Kalispell and Glendive
- Hired chemical dependency, mental health, and/or employment counselors in each probation and parole region
- Increased oversight of offenders in the enhanced supervision program by using one-on-one meetings with a case manager, day reporting, breathalyzer testing, increased urinalysis and mandatory weekly itineraries
- Opened the 165-bed Passages program, which includes a prerelease center; assessment, sanction and revocation center; and an alcohol and drug treatment program for females in Billings
- Opened the 40-bed Elkhorn Treatment Center for female methamphetamine offenders in Boulder
- Opened the 80-bed Nexus Treatment Center for male methamphetamine offenders in Lewistown
- In coordination with the Department of Public Health and Human Services, developed and implemented a program to aid offenders with mental illness as they transition from prison to community corrections programs or supervision. Offenders ineligible for public assistance benefits can get help with mental health medications or related services such as evaluations, medication monitoring and housing.
- Issued a request for proposals to permanently operate a revocation and sanction center for male offenders that has been a pilot project
- Sought proposals for a community-based sex offender treatment facility
- Developed a plan for a 40-bed prerelease center in Kalispell
- Added 33 probation and parole officers
- Worked with the University of Montana School of Social Work to provide online training for probation and parole officers on such issues as cultural diversity and supervision of offenders with substance abuse and mental health issues. A total of 178 officers participated, logging 2,848 training hours.

# Administrative & Financial Services

*Rhonda Schaffer,  
administrator*



The Administrative and Financial Services Division is responsible for managing the department's \$177 million annual budget. The division provides support to the department's mission and serves Montana taxpayers by ensuring the accuracy, integrity and timeliness of department-wide financial information. The division also promotes fiscal accountability, compliance and sound financial management to all department employees and divisions, other governmental agencies, victims of crimes and the general public.

The division is located in Helena and has offices at Montana State Prison in Deer Lodge and Pine Hills Youth Correctional Facility in Miles City. The division has three bureaus.

*Kara Sperle,  
Budget and  
Program  
Planning  
Bureau chief*



The **Budget and Program Planning Bureau** identifies funding resources and needs, develops the department's budget, and monitors agency activities that have a fiscal impact. The resources are used to support the projected growth in the prison and community corrections populations, including funds to house and supervise offenders, as well as money needed for support and administrative functions. In addition, the bureau provides federal grant management, leads the department's participation in the executive planning process, develops fiscal notes during legislative sessions, responds to budget-related legislative requests between sessions, and participates in union negotiations. The bureau also develops monthly projections to provide managers and the executive staff with information necessary to ensure the agency is on target with spending. When spending threatens to exceed budgeted levels, such as when offender populations surpass those used to establish the budget, the bureau is responsible for developing a plan to maintain fiscal balance.

*Kimberly Timm,  
Accounting  
Bureau chief*

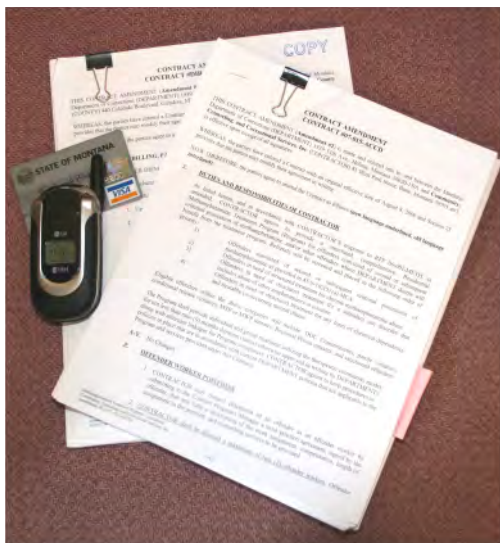


The **Contracts and Facility Management Bureau** is responsible for development and oversight of more than 225 contracts, including facility leases and coordination of public procurement and contracting procedures of the department. The bureau manages the request-for-proposals process used to solicit offers and select contractors capable of providing community corrections services and programs (i.e., methamphetamine and DUI treatment, and prerelease centers). The bureau also is responsible for facilitation and management of more than 280 cellular phone plans, 125 fueling cards, and 200 procurement cards used by employees in their respective programs. The bureau recently became responsible for development and implementation of procedures necessary to maintain compliance with the governor's initiative for a statewide fleet vehicle management program

*Gary Willems,  
Contracts  
and Facility  
Management  
Bureau chief*



*For related statistical  
information,  
see Appendix J*



*Credit cards, cell phones and contracts are managed by the Administrative and Financial Services Division.*

designed to increase vehicle fuel economy and reduce state costs. In addition, the bureau also coordinates collection and submission of specific fleet management data that must be reported to the governor's designee to verify agency compliance with the initiative and confirm agency efforts and progress to increase the departments overall vehicle use efficiency.

The **Accounting Bureau** is responsible for all payables, receivables, intra-agency transactions, accounting, asset inventory records, internal and statewide financial reporting, records retention and management of all financial activity associated with federal grants. The bureau is also responsible for the yearly financial per-diem calculation with contracted regional prison facilities, inmate welfare revenue and expenditure financial accounting, and the coordination of all inmate account banking transactions. In addition to payroll processing, the unit updates and maintains payroll files and provides technical assistance and training to staff concerning timesheet preparation, payroll rules and procedures, and deduction information in compliance with appropriate laws, rules, procedures and labor agreements.

The Collections Unit within the bureau is responsible for the collection and disbursement of court-ordered restitution from adult felony offenders. New to this system is the ability to collect restitution using credit card payments.

#### **Accomplishments:**

- Selected two contractors to operate a pair of methamphetamine treatment facilities – one for men and another for women
- Successfully implemented a credit card payment system for court-ordered restitution
- Increased the disbursement of court-ordered felony restitution by 10 percent from fiscal year 2006 to 2007
- Disbursed \$2.9 million in restitution to victims in fiscal year 2007
- Collected \$600,144 in supervision fees for FY2007, a 27 percent increase over FY2006
- Successfully implemented a new inmate banking software system
- Oversaw a budget in which spending was within 1.1 percent of projections for FY2008
- Successfully implemented a new per-diem rate calculation process for regional prisons, as mandated by the 2005 Legislature

#### **Quick Facts**

Biennial budget (millions).....\$355  
 Number of contracts.....227  
 Contracts value (millions)....\$56.5

*Members of the Collections Unit at work, front to back: Stephanie Boudreau, Lissy Kougl, Kelly Martinez and Stephen Brady*





# Key Contacts

## Central Office

1539 11th Ave.  
P.O. Box 201301  
Helena, MT 59620-1301  
444-3930

## Director's Office

- Director Mike Ferriter: 444-4913  
[miferriter@mt.gov](mailto:miferriter@mt.gov)
- Executive Assistant Myrna Omholt-Mason: 444-3911 [momholt-mason@mt.gov](mailto:momholt-mason@mt.gov)
- Administrative Assistant Janee Ward: 444-3930  
[jward2@mt.gov](mailto:jward2@mt.gov)
- Chief Legal Counsel Diana Koch: 444-9593  
[dkoch@mt.gov](mailto:dkoch@mt.gov)
- Communications Director Bob Anez: 444-0409  
[banez@mt.gov](mailto:banez@mt.gov)
- Investigations Bureau Chief Bill Fleiner: 444-4761  
[wfleiner@mt.gov](mailto:wfleiner@mt.gov)
- Investigative Unit Manager Mike Micu: 846-1320 ext. 2304 [mmicu@mt.gov](mailto:mmicu@mt.gov)

## Victim Services

- Victim Information Specialist Sally K. Hilander: 444-7461 [shilander@mt.gov](mailto:shilander@mt.gov)  
Toll-free victims hotline: (888) 223-6332
- Montana State Prison Public/Victim Information Officer Linda Moodry: 846-1320, ext 2201  
[lmoodry@mt.gov](mailto:lmoodry@mt.gov)
- Montana Women's Prison Public/Victim Information Officer Annamae Siegfried-Derrick: 247-5515 [asiegfried-derrick@mt.gov](mailto:asiegfried-derrick@mt.gov)

- VINE (Victim Information and Notification Everyday) registration: (800) 456-3076  
[www.vinelink.com](http://www.vinelink.com)

## Administrative & Financial Services

- Administrator Rhonda Schaffer: 444-4939  
[rschaffer@mt.gov](mailto:rschaffer@mt.gov)
- Budget and Program Planning Bureau Chief Kara Sperle: 444-4365 [kasperle@mt.gov](mailto:kasperle@mt.gov)
- Accounting Bureau Chief Kimberly Timm: 444-4903 [ktimm@mt.gov](mailto:ktimm@mt.gov)
- Contracts and Facility Management Bureau Chief Gary Willems: 444-4941 [gwillems@mt.gov](mailto:gwillems@mt.gov)

## Adult Community Corrections

- Administrator Pam Bunke: 444-9610  
[pbunke@mt.gov](mailto:pbunke@mt.gov)
- Probation and Parole Bureau Chief Ron Alsbury: 444-9529 [ralsbury@mt.gov](mailto:ralsbury@mt.gov)
- Facilities Program Bureau Chief Kelly Speer: 444-0401 [kespeer@mt.gov](mailto:kespeer@mt.gov)
- Interstate Compact Unit Manager Cathy Gordon: 444-4916 [cagordon@mt.gov](mailto:cagordon@mt.gov)
- Prerelease Program Contract Manager Kerry Pribnow: 444-4910 [kpribnow@mt.gov](mailto:kpribnow@mt.gov)
- Treatment Program Contract Manager Rick Alan Deady: 444-4902 [rdeady@mt.gov](mailto:rdeady@mt.gov)
- Treasure State Correctional Training Center Superintendent Tony Heaton: 846-1320 ext 2107  
[toheaton@mt.gov](mailto:toheaton@mt.gov)

- Missoula Assessment and Sanction Center Administrator Dan Maloughney: 258-4021 [dmaloughney@mt.gov](mailto:dmaloughney@mt.gov)

## Probation & Parole Field Offices:

Region I (Missoula) Acting Administrator Ron Alsbury: 444-9529 [ralsbury@mt.gov](mailto:ralsbury@mt.gov)

Region II (Helena) Administrator Bernie Driscoll: 444-2482 [bdriscoll@mt.gov](mailto:bdriscoll@mt.gov)

Region III (Great Falls) Administrator Mike Gersack: 727-6061 [mgersack@mt.gov](mailto:mgersack@mt.gov)

Region IV (Billings) Administrator John Williams: 896-5400 [johnwi@mt.gov](mailto:johnwi@mt.gov)

Region V (Kalispell) Administrator Tom Forsyth: 752-2575 [tforsyth@mt.gov](mailto:tforsyth@mt.gov)

Region VI (Glendive) Administrator Emery Brelje: 377-4086 [ebrelje@mt.gov](mailto:ebrelje@mt.gov)

## Health, Planning & Information Services

- Administrator Gary Hamel: 444-3903 [ghamel@mt.gov](mailto:ghamel@mt.gov)
- Health Services Bureau Chief Laura Janes: 846-1320 ext 2254 [ljanes@mt.gov](mailto:ljanes@mt.gov)
- Chief Information Officer John Daugherty: 444-4469 [jdaugherty@mt.gov](mailto:jdaugherty@mt.gov)
- Behavioral Health Program Facilitator Deb Matteucci: 444-2013 [dmatteucci@mt.gov](mailto:dmatteucci@mt.gov)
- Emergency Planning and Preparedness Manager Garrett Fawaz: 444-0366 [gfawaz@mt.gov](mailto:gfawaz@mt.gov)
- Prison Rape Elimination Act Coordinator Megan Bowker: 444-1547 [mbowker@mt.gov](mailto:mbowker@mt.gov)

## Human Resources

- Administrator Steve Barry: 444-0406 [sbarry@mt.gov](mailto:sbarry@mt.gov)

- Human Resources Bureau Chief Ken McElroy: 444-0445 [kmcelroy@mt.gov](mailto:kmcelroy@mt.gov)

- Staff Development and Training Bureau Chief Curt Swenson: 444-3909 [curts@mt.gov](mailto:curts@mt.gov)

- American Indian Liaison Myrna Kuka: 444-0403 [mkuka@mt.gov](mailto:mkuka@mt.gov)

- Policy Unit Manager Mary Greene: 444-1680 [mgreene@mt.gov](mailto:mgreene@mt.gov)

## Youth Services

- Administrator Steve Gibson: 444-0851 [sgibson@mt.gov](mailto:sgibson@mt.gov)
- Youth Community Corrections Bureau Chief Karen Duncan: 444-4390 [kduncan@mt.gov](mailto:kduncan@mt.gov)
- Pine Hills Youth Correctional Facility Superintendent Jim Hunter: 233-2290 [jhunter@mt.gov](mailto:jhunter@mt.gov)
- Riverside Youth Correctional Facility Superintendent Cindy McKenzie: 225-4501 [cmckenzie@mt.gov](mailto:cmckenzie@mt.gov)

## Montana State Prison

400 Conley Lake Rd.  
Deer Lodge, MT 59722  
846-1320

- Warden Mike Mahoney: 846-1320, ext 2200 [mmahoney@mt.gov](mailto:mmahoney@mt.gov)
- Deputy Warden Ross Swanson: 846-1320, ext 2377 [rswanon@mt.gov](mailto:rswanon@mt.gov)
- Contract Placement Bureau Chief Patrick Smith: 846-1320, ext 2556 [pksmith@mt.gov](mailto:pksmith@mt.gov)
- Technical Correctional Services Bureau Chief Candyce Neubauer: 846-1320, ext 2459 [cneubauer@mt.gov](mailto:cneubauer@mt.gov)
- Medical Services Bureau Chief Cathy Redfern: 846-1320, ext 2448 [credfern@mt.gov](mailto:credfern@mt.gov)

- Administrative Officer Cheryl Bolton: 846-1320, ext 2302 [cbolton@mt.gov](mailto:cbolton@mt.gov)
- Public/Victim Information Officer Linda Moodry: 846-1320, ext 2201 [lmoodry@mt.gov](mailto:lmoodry@mt.gov)

- Industries Director Johnal Holst: 846-1320, ext 2320 [jholst@mt.gov](mailto:jholst@mt.gov)
- Vocational Education Director Larry Burke: 846-1320, ext 2425 [lburke@mt.gov](mailto:lburke@mt.gov)

## MSP Contract Facilities

- **Crossroads Correctional Center**  
Warden Sam Law  
50 Crossroads Dr.  
Shelby MT 59474  
DOC Monitor Jim Vollrath: 434-7055 ext 47415  
[jvollrath@mt.gov](mailto:jvollrath@mt.gov)

- Fiscal Director Andrew Olcott: 846-1320, ext 2324 [aolcott@mt.gov](mailto:aolcott@mt.gov)
- Food Factory Director Joe Mihelic: 846-1320, ext 2120 [jmihelic@mt.gov](mailto:jmihelic@mt.gov)
- Canteen Manager Jeff Bromley: 846-1320, ext 2252 [jbromley@mt.gov](mailto:jbromley@mt.gov)

- **Cascade County Regional Prison**  
Warden Dan O'Fallon  
800 Ulm N. Frontage Rd.  
Great Falls, MT 59404  
DOC Monitor Wayne Bye: 727-1930  
[wbye@mt.gov](mailto:wbye@mt.gov)

- MWP Production Service Supervisor Michelle Jones: 247-5131 [mjones@mt.gov](mailto:mjones@mt.gov)

## Montana Women's Prison

701 S. 27<sup>th</sup> St.  
Billings, MT 59101

- **Dawson County Regional Prison**  
Warden Steve Ray Jr.  
440 Colorado Blvd.  
Glendive, MT 59330  
DOC Monitor Dale Henrichs: 377-7687  
[dhenrichs@mt.gov](mailto:dhenrichs@mt.gov)
- **Missoula Assessment and Sanction Center**  
2340 Mullan Rd.  
Missoula, MT 59808  
Administrator Dan Maloughney: 829-4023  
[dmaloughney@mt.gov](mailto:dmaloughney@mt.gov)

- Warden Jo Acton: 247-5100 [jacton@mt.gov](mailto:jacton@mt.gov)
- Deputy Warden Security Bob Paul: 247-5121 [bpaul@mt.gov](mailto:bpaul@mt.gov)
- Deputy Warden Programming: Sue Orand: 247-5157 [sorand@mt.gov](mailto:sorand@mt.gov)
- Public/Victim Information Officer Annamae Siegfried-Derrick: 247-5102  
[asiegfried-derrick@mt.gov](mailto:asiegfried-derrick@mt.gov)

## Montana Correctional Enterprises

350 Conley Lake Rd.  
Deer Lodge, MT 59722

## Board of Pardons and Parole

1002 Hollenbeck Rd.  
Deer Lodge, MT 59722  
846-1404

- Administrator Gayle Lambert: 846-1320, ext 2373  
[glambert@mt.gov](mailto:glambert@mt.gov)
- Administrative Officer Gail Boese: 846-1320, ext 2351 [gboese@mt.gov](mailto:gboese@mt.gov)
- Agriculture Director Bill Dabney: 846-1320, ext 2373 [bdabney@mt.gov](mailto:bdabney@mt.gov)

- Executive Director Craig Thomas: [crthomas@mt.gov](mailto:crthomas@mt.gov)
- Parole Board Analyst Julie Thomas: [jpribnow@mt.gov](mailto:jpribnow@mt.gov)
- Parole Board Analyst Brian Callarman: [bcallarman@mt.gov](mailto:bcallarman@mt.gov)



# Glossary of Correctional Terms

**Absconder** – A parolee or probationer who fails to report to a probation officer as required or who illegally leaves his or her county and whereabouts are unknown

**Ad Seg** – Shorthand for “administrative segregation,” which refers to the process of temporarily separating an inmate in a single-bed cell unit for the safety of the inmate or security of the institution

**ADP** – “Average daily population” of an institution or program during a certain period of time and taking into account daily fluctuations

**Adult community corrections** – Programs in the community that provide for the supervision of low-risk felony adult offenders and offenders moving from prison to the community. The programs involve citizens in setting policy, and determining placement and programming.

**AO number** – The unique number assigned to each adult offender under department supervision

**Beds** – A way of measuring space available to house offenders in an correctional facility

**Board of Pardons and Parole** – A quasi-judicial citizen board created by the Legislature in 1889, its three members and four auxiliary members are appointed by the governor to staggered four-year terms. The board is attached to the Department of Corrections for administrative purposes. The board is charged with granting or denying paroles, rescinding and revoking paroles, and recommending pardons or commutations to the governor.

**Bull-dogging** – Extorting money or goods from a weaker inmate

**Cage** – The control room of a prison housing unit

**Canteen** – A store within a correctional facility from which inmates can purchase personal items, such as personal hygiene supplies, snacks, electronics and writing materials

**Capacity** – The maximum number of inmates that can be safely housed and managed in an institution. The number is usually based on operating capacity and is higher than the design capacity.

**Cell block** – A group of cells with a common day room or a group of cells considered a block because of their location or classification

**CD** – Usually refers to chemical dependency, but also can mean classification decision.

**CJIN** – (pronounced SEE-juhn) The Criminal Justice Information Network is an electronic system for sharing among law enforcement and corrections agencies information about criminals.

**Classification** – The process of scoring an offender’s risks and needs in order to determine his or her appropriate custody level and placement in a prison

**Close custody** – The second most secure custody level, between medium-high and maximum security

**C.O.** – Correctional officer

**CON** – The acronym for “Correctional Offender Network,” which is a public Web site that provides basic information about adults convicted of felony offenses who are or have been under state supervision. The site has information about an offender’s criminal record, sentence, current custody status, location in the corrections system, AO number, physical description and – when available – a photo.

**Conditional release** – This refers to instances when an inmate is released into the community under auspices of the department and subject to its rules. This is not a parole and inmates are not eligible for parole consideration while on conditional release. Offenders who violate conditions of their release and sent to prison would become eligible for parole when prison records show they have served their minimum sentence.

**Connections Corrections** – A residential-based, chemical-dependency treatment program operated by a private, non-profit corporation under contract with the state at Warm Springs and Butte

**Contraband** – Any substance, material or object that is illegal for an inmate to possess

**CP** – Command post, the central operational area of a prison

**Crime victim compensation program** – A state Justice Department program that provides victims with money to offset some of their expenses resulting from a crime, such as lost wages, medical bills, counseling bills and funeral costs.

**Crossroads Correctional Center** – Montana’s only privately run prison, located at Shelby and owned and operated by Corrections Corporation of America under contract with the state

**Design capacity** – The maximum number of beds that a facility is constructed to hold for maximum efficiency

**Detention** – Imprisonment or confinement for an offense, detention by a police officer following arrest, placement in a community corrections program, or participation in a supervised-release program or a county jail work program

**Discharge** – Release from Department of Corrections supervision based on completion of a court-imposed sentence

**Discharge (juvenile)** – Release from Department of Corrections juvenile supervision due to expiration of a Youth Court order, conviction as an adult, attaining age 18, or complying with conditions of a parole agreement and receiving the maximum benefit from all services available through the department

**Diversion** – Placement of an offender by a court or the department in facility or program as an alternative to prison

**DOC commit** – Commitment by a court to the Department of Corrections that allows the agency to determine where to place an adult offender within legal guidelines

**EIP** – “Earned incentive program,” which allows a youth at Pines Hills or Riverside youth correctional facilities to be rewarded for appropriate behavior

**Electronic monitoring** – An automated system capable of recording and transmitting information about an offender’s location, using conventional or cellular phones and sometimes relying on global positioning satellites (GPS). The systems are usually used to monitor offenders ordered to remain in their homes during certain times of day or for certain periods of time. Monitoring is sometimes required as a condition of pretrial release, probation, parole or conditional release.

**Elkhorn** – The name of the methamphetamine treatment center opened at Boulder in April 2007. The 40-bed facility for women offers nine months of intensive treatment followed by six months of aftercare in a prerelease center. Elkhorn is operated by Boyd Andrew Community Services, a nonprofit corporation, under contract with the state.

**EPP** – “Earned privilege program,” which awards and removes an inmate’s privileges based on behavior and progress in treatment programs

**ESP** – “Enhanced supervision program,” which relies on contracts with prerelease center staffs to provide daily assistance to offenders having trouble finding a job and struggling with substance abuse

**Executive clemency** – Kindness, mercy or leniency exercised by the governor in the form of commutation of a sentence to a less severe one, a respite or pardon

**Felony** – Any offense for which a sentence can be either death or a term of imprisonment of more than one year

**Good time** – This credit for good behavior in prison reduced an inmate’s sentence and was abolished in January 1997

**Habitual offender** – An offender with two or more separate prior convictions. A judge determines this designation.

**Home arrest** – Using a person’s home for confinement, usually through some form of electronic monitoring

**Inmate welfare fund** – An account holding money from involuntary contributions by inmates and used to assist inmates in need

**Interstate Compact** – An agreement among states that allows for parolees and probationers to live in a state other than the one where their crime was committed

**ISP** – “Intensive supervision program,” which is a more structured level of probation or parole that can include electronic monitoring of offenders in the community

**Jail holding** – The temporary housing of state inmates in county jails until space becomes available in the prison system

**JO number** – Juvenile offender number, same as AO for adult offenders

**JDIP** – Juvenile Delinquency Intervention Program, which provides funding to communities for alternatives to secure care for juvenile offenders

**Kite** – A form for inmates to submit various requests to prison officials

**Lockdown** – Securing a cell, unit or entire institution by locking offenders in their cells as part of a daily routine or to control an incident or disturbance

**Major emergency** – A life-threatening situation in a prison that cannot be contained by on-duty staff and may require assistance from off-duty staff or other officers

**MASC** – Missoula Assessment and Sanction Center, which assesses male offenders committed to the Department of Corrections by the courts and determines appropriate placement in the corrections system

**Montana Correctional Enterprises** – Sometimes referred to as MCE, this is the department division that offers inmates work and training opportunities in various programs, including ranch, dairy, lumber processing, food production, laundry, industry programs and vocational education.

**MSP** – Montana State Prison outside Deer Lodge

**MWP** – Montana Women’s Prison in Billings

**Nexus** – The name of the methamphetamine treatment center opened at Lewistown in June 2007. The 80-bed facility for men offers a nine-month program of intensive treatment, followed by six months of aftercare in a prerelease center. Nexus is operated by Community, Counseling and Correctional Services Inc., a nonprofit corporation, under contract with the state.

**OMIS** – “Offender management information system,” a computerized database containing information about offenders under supervision of the Corrections Department. The program, which began operating Sept. 15, 2008, replaces the outdated ACIS, adult criminal information system.

**On-site hearing** – A preliminary administrative hearing on a parolee conducted by the department at the site of an alleged parole violation or arrest

**Pardon** – A declaration that an offender is relieved of all legal consequences related to a prior conviction

**Parole** – The supervised release into a community of an inmate prior to the completion of a sentence, as a result of a decision by the state Board of Pardons and Parole, and subject to conditions imposed by the board

**Parole eligibility** – The earliest possible date a person can be released from prison to parole supervision, usually a fourth of a prison sentence

**Passages** – A multi-faceted correctional facility for women in Billings. Operated under contract with the state by Alternatives Inc., a nonprofit corporation, the facility opened in January 2007 and combines a 65-bed prerelease center; a 50-bed assessment, sanction and revocation center; and 40-bed drug-treatment program

**Pine Hills Youth Correctional Facility** – A 120-bed facility for males ages 10 through 17, located in Miles City

**Predator** – An offender who repeatedly targets and preys upon a specific type of victim; often used in reference to sex offenders

**PREA** – The acronym for the Prison Rape Elimination Act, which was passed by Congress in 2003 and imposes requirements on state and local governments under threat of losing federal funds. It mandates development of standards for detection, prevention, reduction and punishment of prison sexual assault; and collection of data on the incidence of prison sexual assault. The law provides for grants to state and local governments to implement the act.

**Prerelease center** – A low-security community-based residence for offenders. The state has contracts with nonprofit Montana corporations for operation of six prerelease centers that house, treat and supervise about 800 men and women offenders at any one time. The centers offer a six-month program that provides transition from prison to community and give judges an alternative to prison for offenders when public safety and the offenders' interests are best served by a level of supervision between prison and probation.

**Probation** – The court’s release of an offender, subject to supervision by the department and under direction of the court. Juvenile probation is supervised by the Montana Supreme Court

**PSI** – The acronym for a pre-sentence investigation report prepared by a parole or probation officer to assess a newly convicted offender and provide assistance to judges in handing down sentences

**Reception** – That part of a prison where offenders are initially housed pending classification and transfer to an assigned cell

**Recidivism rate** – The rate at which adult offenders return to prison in Montana for any reason within three years of release from prison. Each release can have only one corresponding return.

**Re-entry** – The term given to pre- and post-release programs serving adult and juvenile offenders as they transition back to communities

**Regional prisons** – Two prisons housing male inmates and operated in Great Falls and Glendive by Cascade and Dawson counties, respectively, under contract with the state

**Restorative justice** – A criminal justice philosophy that focuses on healing the harm and restoring the losses to individuals and communities affected by crime. This philosophy is based on offender accountability, rehabilitation and restitution.



**Retributive justice** – A philosophy that a crime is committed against the state and the offender is held personally liable through punishment

**Return rate** – The rate at which adult offenders enter or return to an adult community correctional facility or prison in Montana for any reason within three years of release from any correctional facility

**Revocation** – The act of a judge or the Board of Pardons and Parole to end an offender's parole or probation because of a technical violation of conditions imposed.

**Riverside Youth Correctional Facility** – A 20-bed secure facility for girls ages 12 through 17, located in Boulder

**Screening** – The process of reviewing an inmate's sentence, criminal history, special needs and prison behavior to determine placement in or transfer to a program or another facility

**Security threat groups** – Sometimes called STGs, these most often refer to prison gangs.

**START** – The Sanction, Treatment, Assessment, Revocation and Transition center, an 88-bed facility opened at Warm Springs in December 2005 as a pilot project offering an alternative to prison for those who violate conditions of their community placement. Offenders are assessed and offered some treatment in an effort to return them to the community.

**Training for Offenders Transition (TOT)** – A community transition training program for incarcerated youth made possible by a grant from the U.S. Department of Education. Montana Correctional Enterprises, Montana State Prison and Montana Women's Prison work with Montana State University-Billings to provide this program.

**Treasure State Correctional Training Center** – Located near the Montana State Prison outside Deer Lodge, this 60-bed male correctional facility is also called a "boot camp." It is based on a military format of discipline and treatment. Programs employed during a trainee's 90- to

120-day incarceration include victimology, criminal thinking errors, anger management, substance abuse treatment and academic schooling. Successful completion can result in a reduced prison term.

**UA** – The acronym for "urinalysis" that determines the presence of alcohol or other drugs in an offender

**VINE** – The acronym for Victim Information and Notification Everyday, an automated 24-hour telephone and e-mail offender tracking system that is operated by a private company under contract with the Corrections Department. Victims and the general public can register with VINE to receive notice of an offender's transfer, release, escape, parole hearing, sentence review or death.

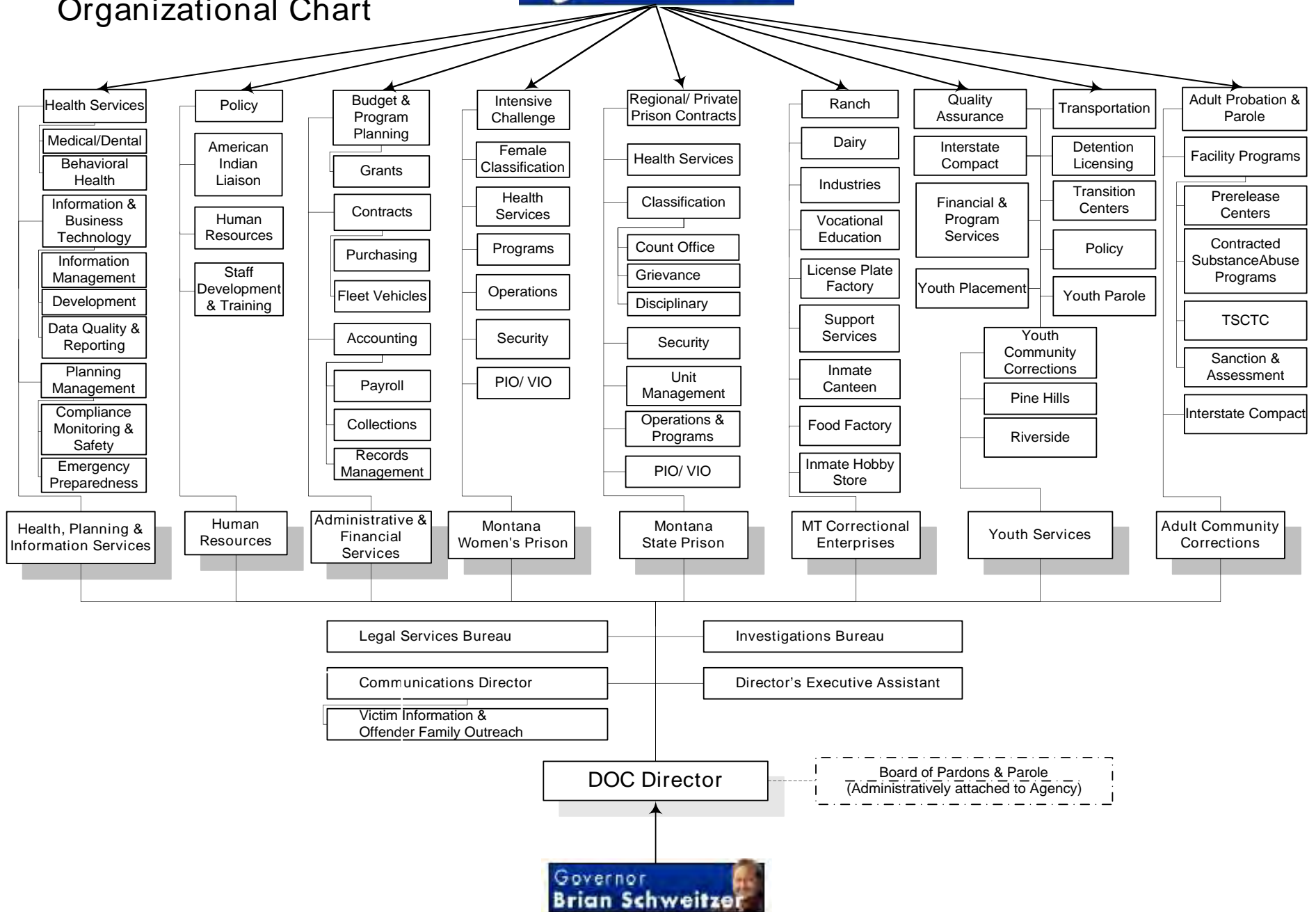
**Victim impact statement** – A report presented by a victim to the court before sentencing, or to the Board of Pardons and Parole before a parole hearing that summarizes the trauma caused by the crime. The victim often offers his or her opinion about an appropriate sentence or whether parole should be granted.

**Victim offender dialogue** – A process that allows victims to meet with their offenders in a safe and secure setting to ask questions about the crime and to discuss the harm it caused. A facilitator assists in the process that is designed to hold offenders accountable and help victims begin a healing process.

**Warm Springs Addiction Treatment and Change (WATCH)** – Opened in February 2000, the 108-bed program at Warm Springs offers supervision and treatment to felony DUI offenders, who are those with four or more drunken-driving convictions. Those who successfully complete the six-month program may have the remainder of their 13- month mandatory prison sentences suspended. WATCH East opened in Glendive in 2005 with 40 beds.

**Youth Community Corrections** – This portion of the Department of Corrections encompasses juvenile parole, transition centers, detention licensing of private detention centers, interstate compact services for youths on probation and parole, and community juvenile placement funds.

# Department of Corrections 2008 Organizational Chart



# General Information

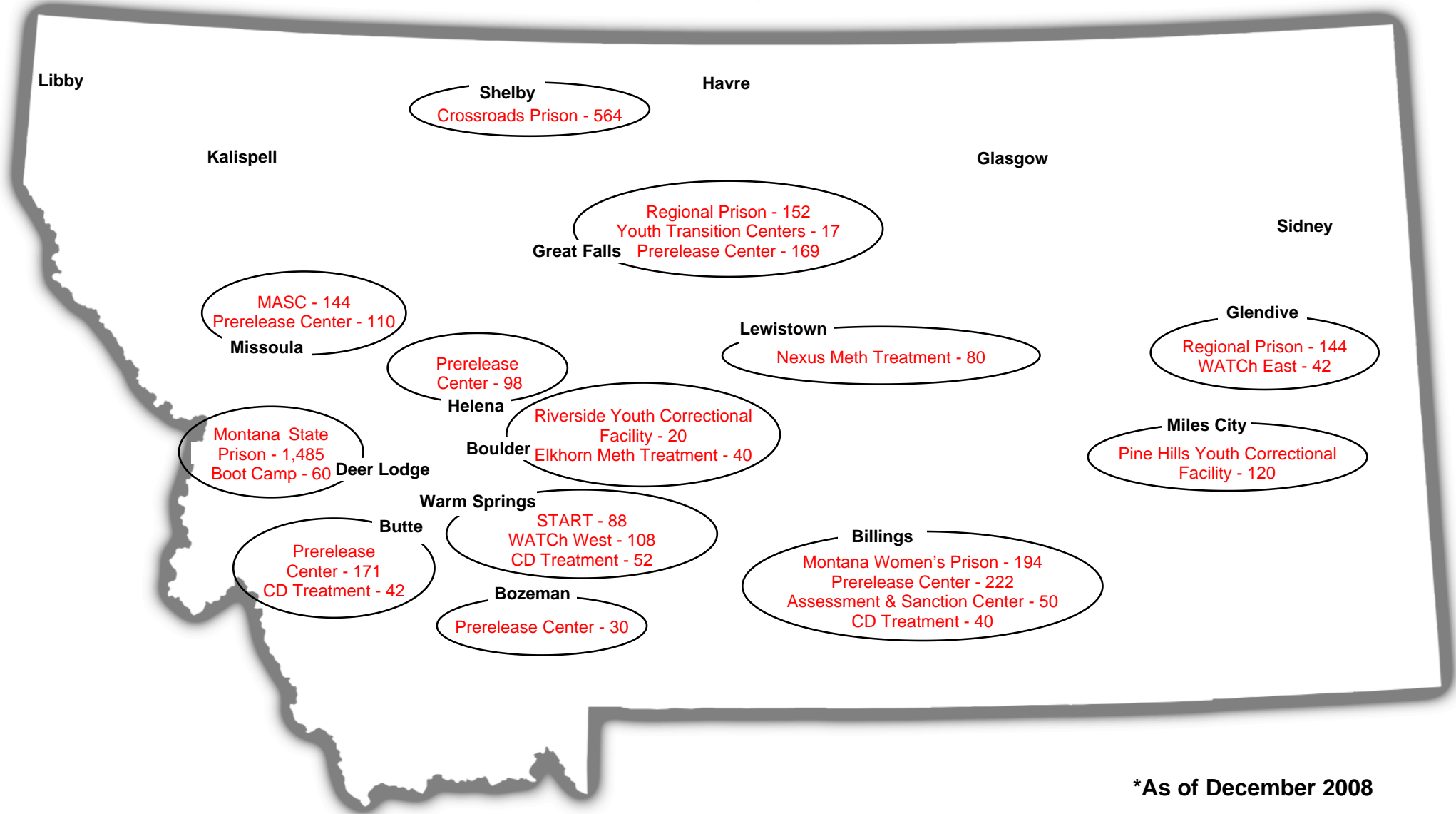
*This section contains statistical information of a general nature about offenders and department operations, and is not specific to a particular division or facility.*

**NOTE:** The data contained in this and the following sections include statistical categories covered in previous reports and new information requested by members of the Department of Corrections Advisory Council during a meeting in May 2008.



# Locations and Capacities of Corrections Programs and Facilities\*

(Does not include transitional living, day reporting, intensive or enhanced supervision - 519)

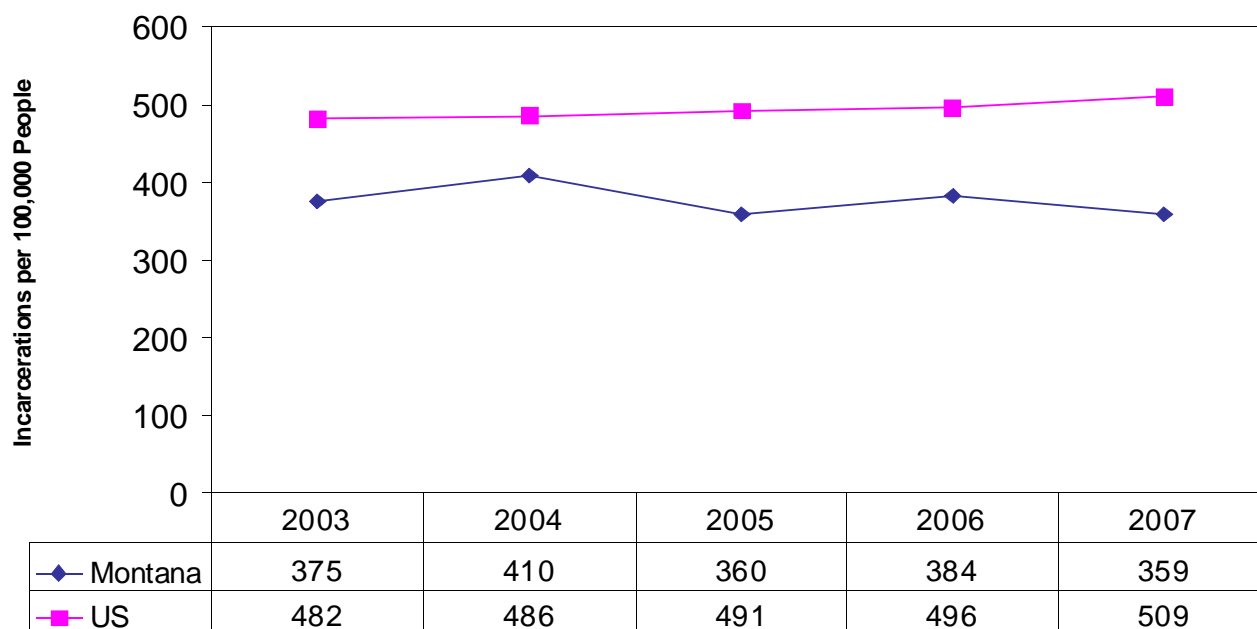


\*As of December 2008

# Prison Incarceration Rate

## Montana and U.S. 2003-2007

(Source: Bureau of Justice Statistics Bulletin Prison and Jail Inmates at Midyear)



Includes Montana DOC inmates, county jails, and federal prisoners held in Montana facilities  
Updated 8/20/2008

Montana's incarceration rate, measured as the number of offenders with a prison sentence of more than one year, is 359 for every 100,000 residents, according to a U.S. Bureau of Justice Statistics report issued in May 2008. The federal agency's survey looked at offender populations of all states as of June 30, 2007.

The graph above shows how Montana's incarceration rate compares to the national average over the latest five fiscal years for which data was available. Montana's rate has consistently been lower than the national rate, averaging 23 percent lower during this time.

The chart on the next page illustrates where Montana stands in relation to the other states and the nation as of mid-2007. The U.S. Justice Department data did not include a calculation of the Illinois rate.

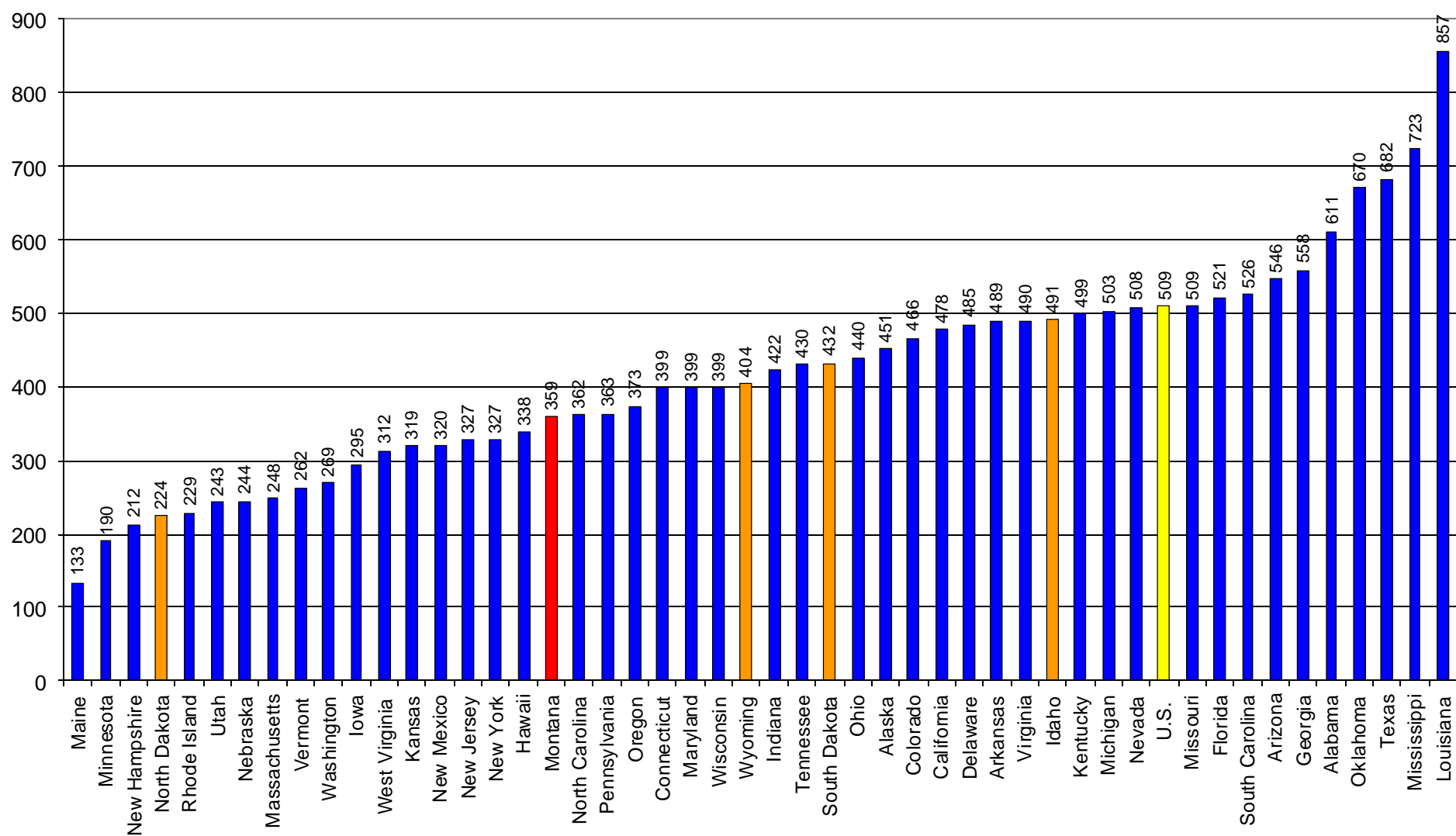
Thirty-one states incarcerate offenders at a higher rate than does Montana. Montana's rate is 29 percent lower than the national average of 509 offenders per 100,000 residents, which is represented by the yellow bar on the graph. While the Montana rate (red bar) declined slightly between 2005 and 2007, from 360 to 359, the national imprisonment rate increased 17 percent during that time.

The orange bars on the graph indicate Montana's neighboring states, showing that Montana's rate was lower than all but one of them – North Dakota with a rate of 224 per 100,000 residents. The other rates are Wyoming, 404; South Dakota, 432; and Idaho, 491.

Louisiana had the highest incarceration rate at 857; Maine was lowest with 133. Six of the 10 states with the highest rates are in the South. Half of the 10 states with the lowest rates are in the Northeast.

# Incarceration Rates as of June 30, 2007

(U.S. Bureau of Justice Statistics, June 2008)





# Top 10 Conviction Offenses FY2004-FY2008

## Males

1. POSSESSION OF DRUGS
2. FELONY DUI
3. THEFT
4. BURGLARY
5. DISTRIBUTION OF DRUGS
6. CRIMINAL ENDANGERMENT
7. ASSAULT WITH A WEAPON
8. ISSUING A BAD CHECK
9. PARTNER/FAMILY ASSAULT
10. CRIMINAL MISCHIEF

## Females

1. POSSESSION OF DRUGS
2. THEFT
3. FORGERY
4. DISTRIBUTION OF DRUGS
5. ISSUING A BAD CHECK
6. FELONY DUI
7. CRIMINAL ENDANGERMENT
8. BURGLARY
9. DRUG OFFENSES OTHER STATE
10. ASSAULT WITH A WEAPON

ACIS/PRO-Files data extracted 8/28/2008

Drug possession continues to be the most common crime among the thousands of offenders managed by the Montana Department of Corrections in all programs. It tops the list of convictions for both men and women during the past five years, just as it has since 2000. Distribution (sale) of drugs ranks fourth among female offenders and fifth among male offenders.

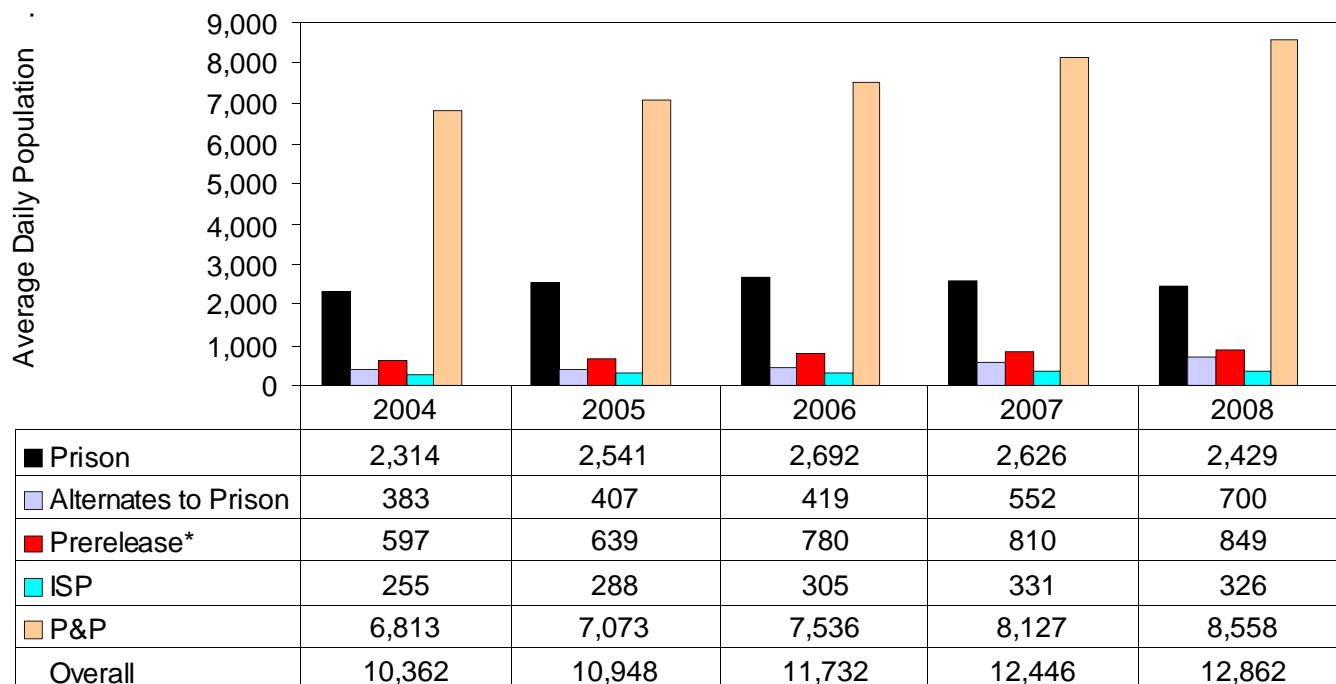
The genders share eight of the top 10 offenses. In addition to the drug crimes, felony DUI, theft, burglary, criminal endangerment, assault with a weapon and issuing bad checks are the most prevalent for both men and women.

The order of the other crimes changed little for men from that found in 2006. The order of the top six

offenses remain the same, but issuing bad checks moved up one spot to No. 7 and assault dropped one to No. 8. Partner or family member assault climbed to No. 9 and forgery was replaced on the list with criminal mischief.

Among women offenders, forgery and drug selling climbed one spot to No. 3 and No. 4, respectively. Bad check writing became less prevalent, dropping two spots to No. 5, while felony drunken driving remained the sixth most common offense. Criminal endangerment and burglary swapped positions from the previous report and assault with a weapon replaced deceptive practices at the bottom of the list.

## Average Adult Daily Population FY2004-FY2008



\* Prerelease counts include transitional living.

Calculated from daily count data reported by facilities/offices for 6/30/2008 - Updated 10/15/2008

The Department of Corrections continues a trend of managing a growing proportion of offenders in programs and facilities outside prisons. An average stay in these programs are less expensive than a typical stay in prison, and they focus on treatment and other services to aid offenders as they adjust to living as law-abiding citizens in Montana communities. The department believes, with public safety the top priority, that managing 80 percent of offenders beyond prison is a practical and sustainable goal.

The chart above shows the “average daily population,” or ADP, in the various correctional programs. ADP is the key tool to measure offender population for budgeting and other planning purposes.

In fiscal year 2004, about 22 percent of all Montana offenders were housed in prisons. That figure was 19 percent in fiscal 2008. Conversely, the proportion of

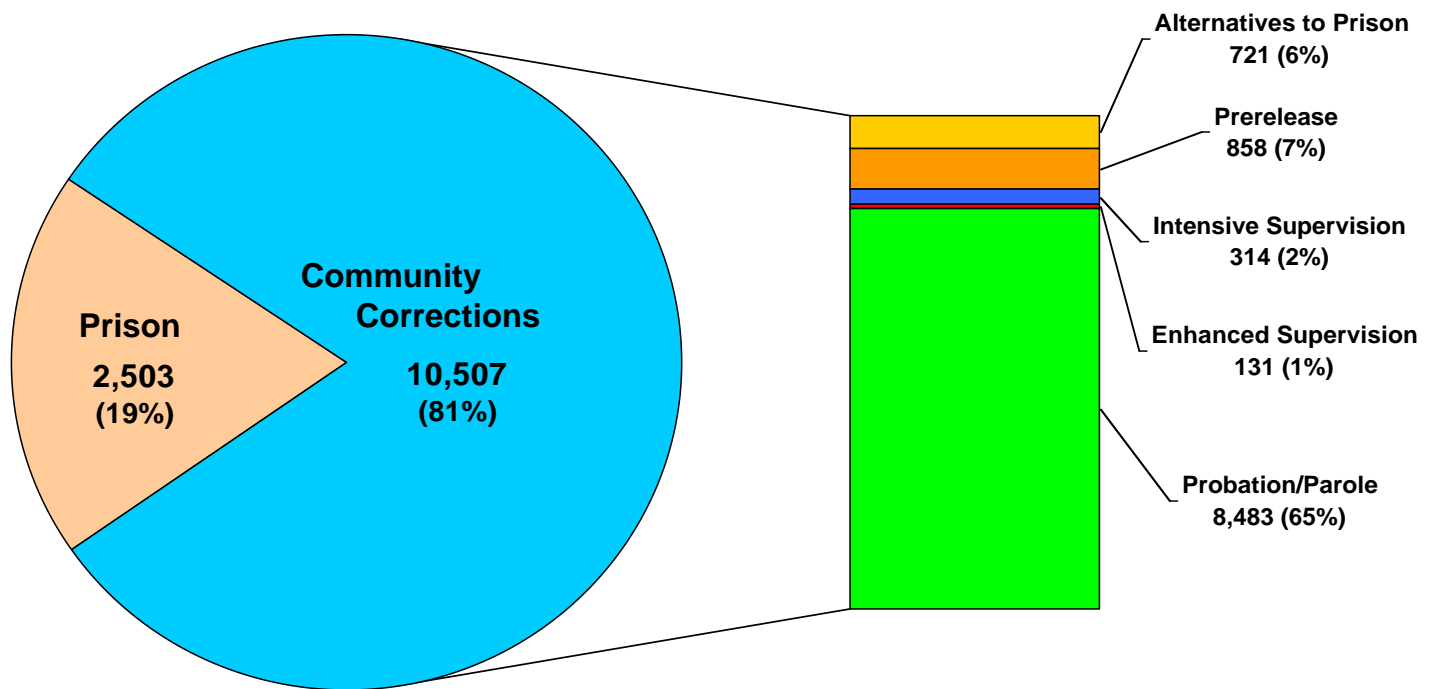
offenders in alternatives to prison, such as treatment centers, increased from 3.6 percent to 5.4 percent. That resulted in a near doubling of the population in those programs during the five years, from 383 to 700 offenders.

The number of offenders in prerelease centers grew 42 percent in that time and accounts for about 6.6 percent of the total offender population. Use of the intensive supervision program (ISP) increased by almost 28 percent, while the population of those on probation or parole climbed by 25.6 percent since 2004. Probation and parole, the least expensive management option at \$4.63 a day, accounts for two out of every three offenders.

The total average daily offender population increased by 24 percent (2,500) during the past five years. That is an average growth of 500 per year.

# Distribution of Offender Daily Population

13,010 Offenders under Supervision on June 30, 2008



Count data reported by facilities/offices at fiscal year end.

This chart reflects another way of measuring the offender population. Rather than an annual average, the chart shows the distribution of offenders at single point in time: the end of fiscal year 2008.

Eighty-one out of every 100 offenders in the system by mid-2008 were managed outside of prison in programs operated as community corrections. Sixty-five percent of all offenders were on probation or parole and 7 percent were in prerelease centers. Six percent were in prison alternatives, such as treatment programs, assessment and sanc-

tion centers, or boot camp. The remainder were in the enhanced or intensive supervision programs.

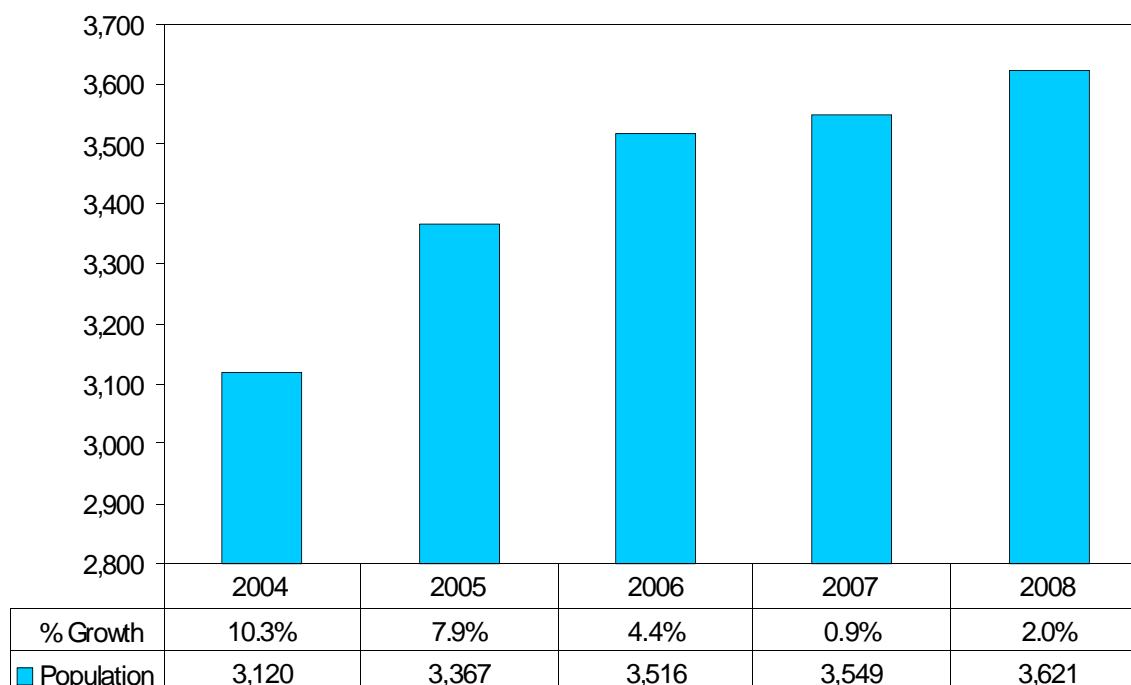
Looking just the 10,507 offenders managed outside of prison, 8,483 (80 percent) were on probation or parole.

Montana's distribution of offenders between prison and non-prison settings is uncommon. An informal survey of 18 states in October 2007 found that the average percent of offenders incarcerated was 38 percent. Only three of the states responding had a smaller percentage in prison than did Montana.



# Adult Male Institutional Fiscal Year End Population

Fiscal Years 2004 to 2008



\* Counts include offenders at MSP, WATCH, CCP, Prerelease, TSCTC, NEXUS, MASC, CCC, DCCF, GFRP, Out to Court and in county jails.

Count data reported by facilities at fiscal year end - June 30, 2008

Growth in the male institutional population increased slowly in 2008, but more than twice as fast as in 2007. Still, the trend in recent years has been a slower rate of increase than in previous years.

The 2 percent increase in fiscal year 2008 was about twice the growth seen in 2007, but barely a fourth of average annual growth seen from 2004-2006. The small 0.9 percent increase in 2007, which amounted to just 33 offenders, was a result of an increased population on probation and parole and a more concerted effort among probation and parole officers to use alternatives to prison for those violating conditions of their community placement. In fiscal 2007, the total probation and parole caseload grew by 7.3 percent, or almost

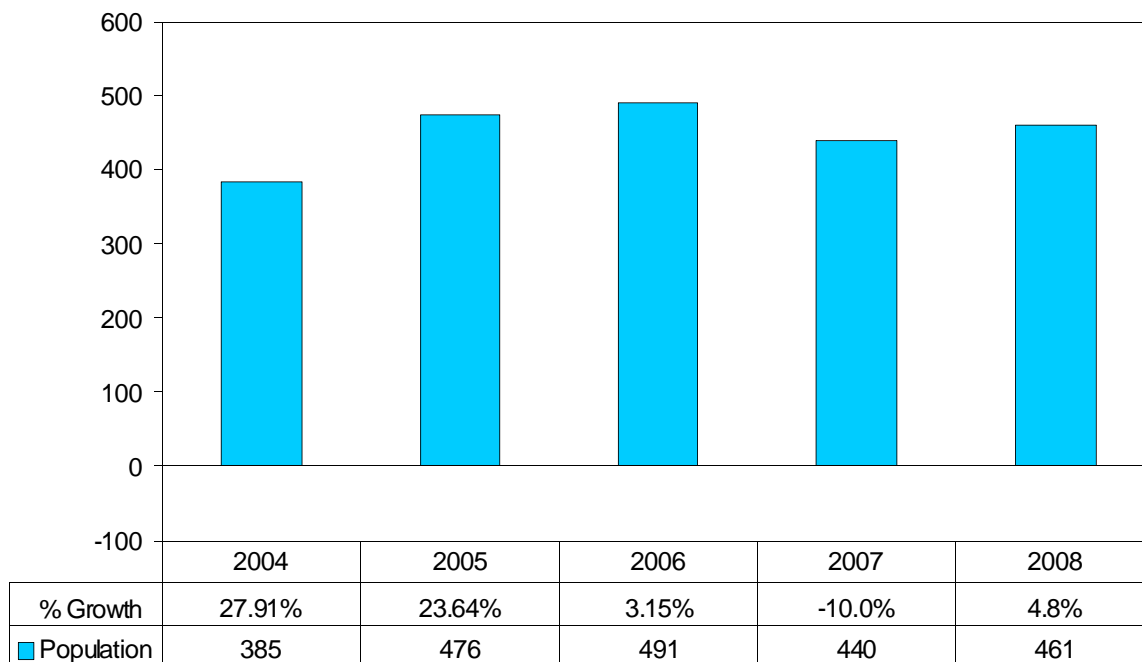
600 offenders. In 2008, the probation and parole population increased more slowly, by 2.9 percent.

The slow overall institutional growth in 2007 also may reflect sentencing decisions by judges and the impact of adding a sanction center in fiscal 2006 that diverted from prison offenders who violated conditions of their community supervision.

The institutional population includes offenders in Montana State Prison, the two regional prisons, the Shelby prison, the methamphetamine treatment center in Lewistown, the boot camp, felony drunken driving treatment programs, substance-abuse treatment programs, the assessment and sanction center in Missoula, all prerelease centers and county jails.

# Adult Female Institutional Fiscal Year End Population

Fiscal Years 2004 to 2008



\* Counts include offenders at MWP, WATCH, Passages, Elkhorn, Prerelease, Out to Court and in those held in county jails.

Count data reported by facilities at fiscal year end – Updated June 30, 2008

Growth in the female institutional population rebounded in 2008 after a one-year anomaly in 2007 and the overall trend shows the same slower trend found among the male population.

The 4.8 percent increase in fiscal year 2008 was comparable to the rate in 2006, but far lower than in 2004 and 2005.

The decline in 2007, which amounted to just 21 offenders, was a result of an increased population on probation and parole and a greater effort by probation and parole officers to consider alternatives to prison for

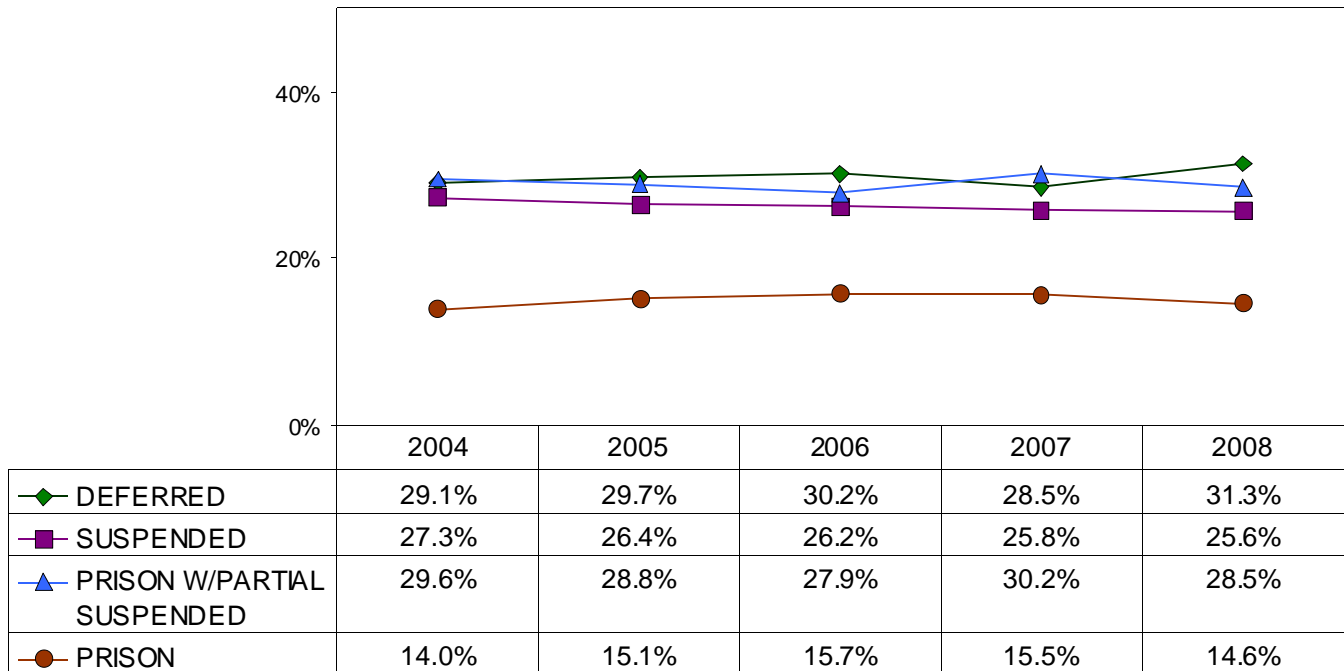
those violating conditions of their community placement. In fiscal 2007, the total probation and parole caseload grew by 7.3 percent, or almost 600 offenders. In 2008, the probation and parole population increased more slowly, by 2.9 percent.

The institutional population includes offenders in the women's prison, the methamphetamine treatment center in Boulder, the felony drunken driving treatment program at Glendive, Passages drug treatment and assessment and sanction programs in Billings, all prerelease centers and county jails.

# Male Adult Convictions

## Type of Sentence Received by Fiscal Year

### FY2004 - FY2008



(Source: ACIS/PRO-Files data from 9/9/2008)

The charts on this and the next page illustrate trends in sentencing for adult offenders under supervision of the Department of Corrections. In general, the patterns changed little during the past five years.

The chart above shows a slight decrease in the use of prison as a sentence and a small increase in the use of deferred sentences for men during the past two years.

Deferred sentences continue to be the most commonly used by judges, accounting for almost a third of the cases. Prison terms with a portion suspended is a close second at 28 percent and suspended sentences represent a fourth of the

court actions involving male offenders. Prison with no time suspended is used about 15 percent of the time. Some type of prison time is ordered in 43 percent of the cases.

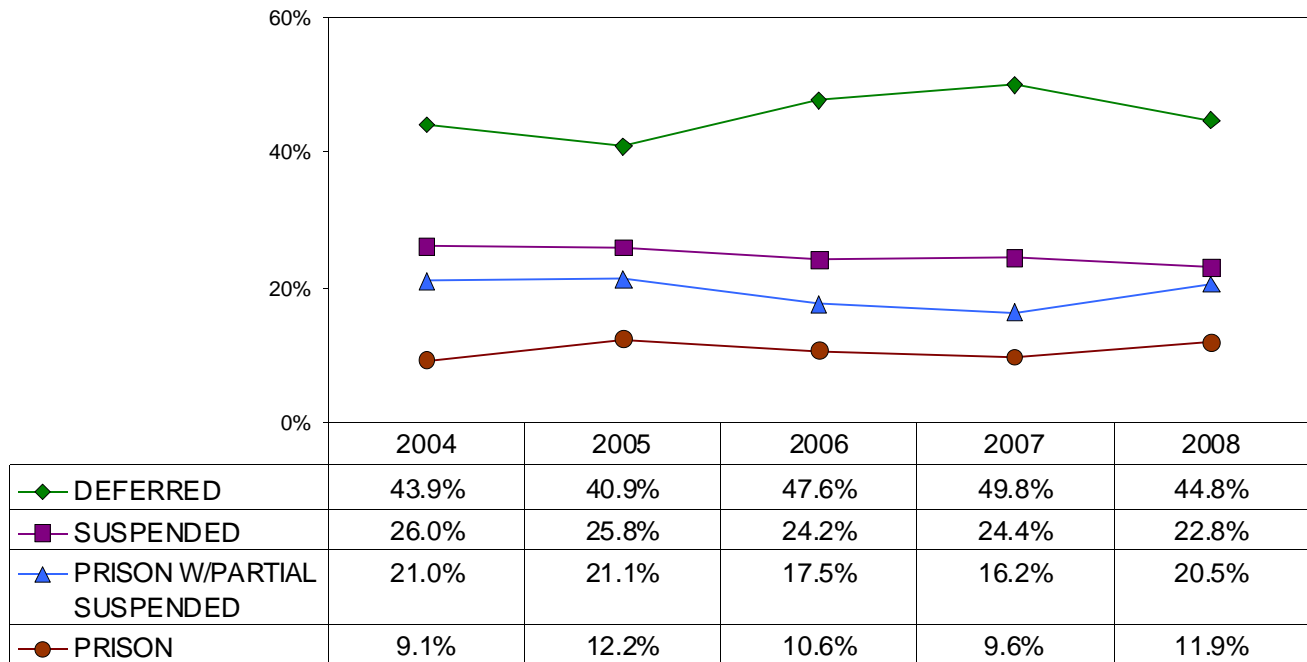
Deferred sentences, which offer offenders a chance to have an offense removed from their records, were used about 29 percent of the time in 2004 and increased to 31.3 percent in 2008. Use of suspended sentences dropped from 27.3 percent of the time to 25.6 percent in the five years. Partially suspended prison terms dropped from 29.6 percent of the cases to 28.5 percent. Sentences of prison without suspended time have diminished from a high of 15.7 percent in 2006 to 14.6 percent.



# Female Adult Convictions

## Type of Sentence Received by Fiscal Year

### FY2004 - FY2008



(Source: ACIS/PRO-Files data from 9/9/2008)

This chart summarizes sentencing for female offenders during the past five years. It demonstrates more fluctuation in the use of some sentences than among male offenders, partly due to the relatively small number of female offenders under state supervision.

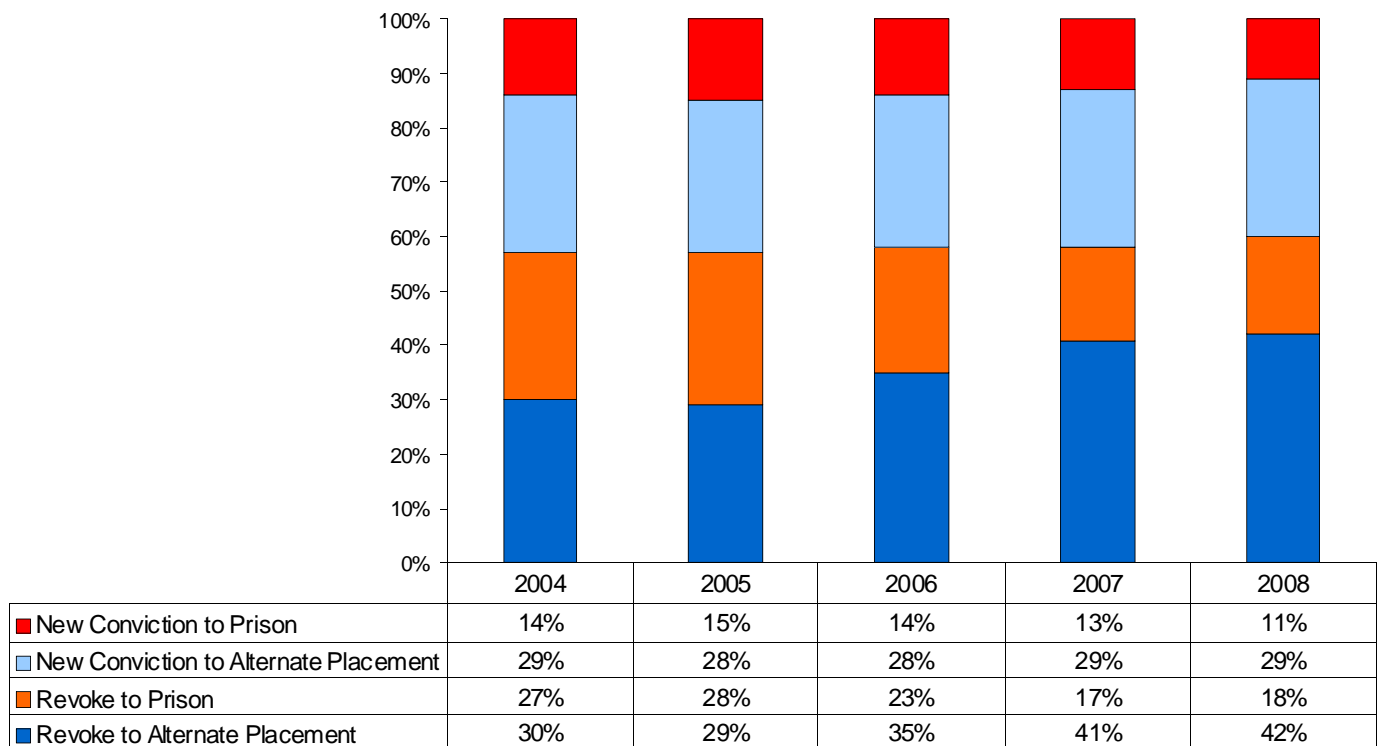
The chart shows an increase in the use of prison as a sentence after a two-year decline and a small decrease in the frequency of suspended sentences.

Deferred sentences continue to be the most commonly used by judges, accounting for almost 45 percent of all cases. Suspended sentences are the second most popular type at almost 23 percent,

followed by prison terms with some of the time suspended. Prison terms with no time suspended are the rarest sentences, but saw an increase in 2008 to nearly 12 percent.

Deferred sentences, which offer offenders a chance to have a crime removed from their records, declined in 2008 but still were used about as often as they were five years before. Use of suspended sentences continued a gradual decline in 2008. However, some kind of prison term was used in about a third of the cases, a significant increase from 2007 when prison was used in about one out of every four cases.

# Adult Admissions FY2004-FY2008



Data extracted from ACIS/Profiles – 9/26/2008

Offenders reach correctional facilities one of two ways: committing a crime or violating conditions imposed on their community placement, such as probation or parole. Some are placed in prison; others are sent to an alternative program such as drug or alcohol treatment, prerelease center or a revocation and sanction center.

This chart demonstrates that prison – represented by the red and orange areas of the bars – is being used less than before for those convicted of new crimes and those whose probation or parole is revoked for a technical violation. Conversely, use of alternative programs in revocation cases has increased significantly in the past five years.

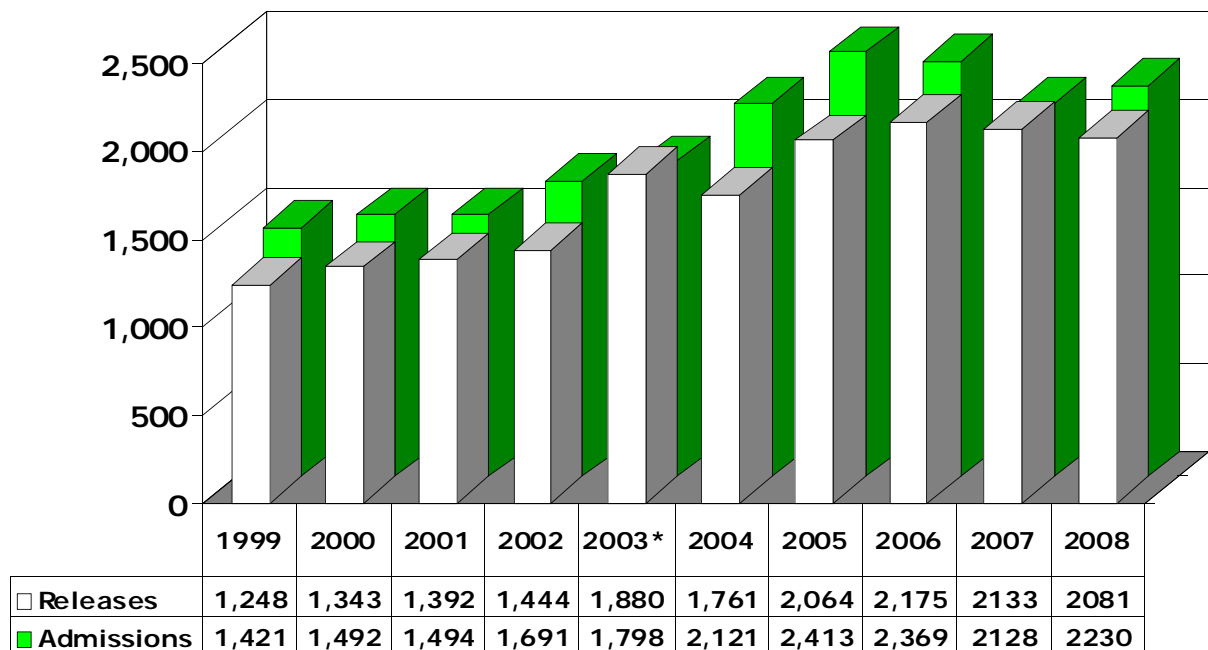
In 2008, about 29 percent of those entering correctional facilities went to prison. That figure was 41 percent just five years earlier. In 1999, the rate was even higher with almost two out of every three admissions going to prison. The rate at which offenders are sent to prison for a new conviction has changed little in the five-year period, still hovering at 29 percent.

However, the frequency with which offenders are admitted to alternative programs has jumped from 59 percent to 71 percent since 2004. The change is even more dramatic when viewed during the past decade. Alternative programs were used just 36 percent of the time in 1999, about half of the rate found in 2008. The proportion of admissions going to alternative programs for a revocation has increased from 30 percent to 42 percent since 2004.

These statistics reflect the Department of Corrections' creation of more alternative programs and its commitment to make appropriate use of them. Since 2004, the agency added or expanded prerelease centers in Billings, Bozeman, Great Falls and Helena. A treatment center for felony drunken-driving offenders was added at Glendive, two methamphetamine treatment centers opened, a drug treatment program launched in Billings, and a sanction and assessment center for men started in Warm Springs.

# Institutional Admissions and Releases

Fiscal Years 1999 to 2008



\* Conditional Release Program Began in FY2003 Resulting in a 1 Year Period Where Releases Outpaced Admissions

Data extracted from ACIS/Profiles – 8-20-2008

A key measure of the flow of offenders in the correctional system is the number of admissions and releases from institutions. The graph above shows the trend in offenders entering and leaving prisons, male and female boot camps, prerelease centers, the felony DUI treatment programs called WATCH, the methamphetamine treatment centers, assessment and sanction centers, drug addiction treatment programs and county jails.

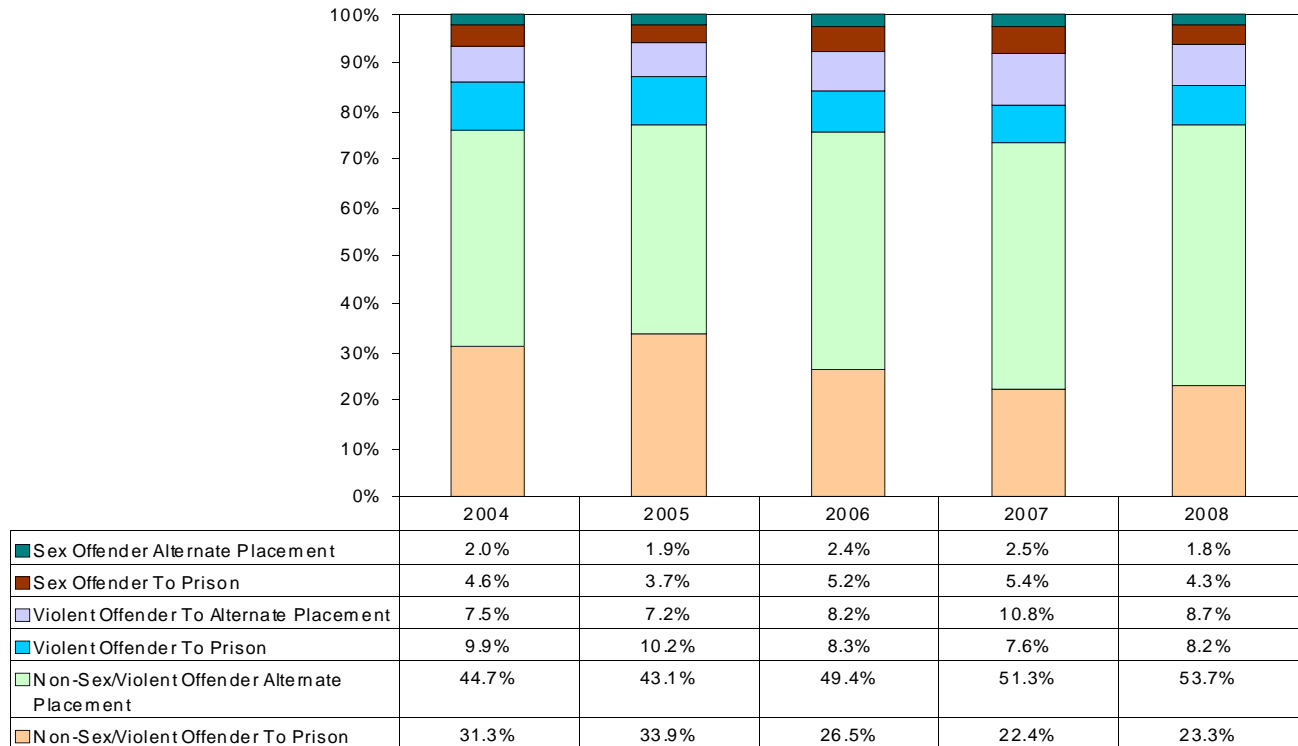
The difference between admissions and releases is the net growth in the institutional population. In fiscal year 2007, the overall institutional population declined by five offenders. The last time the state saw a drop was in 2003 when the Department of Corrections launched a conditional release program to deal with overcrowded prisons.

During the past 10 years, the institutional population increased by 1,636 offenders, or an average of almost 164 per year. The net increase of 149 seen in 2008 was 59 percent lower than the peak of 360 recorded in 2004. In that 10-year span, the number of admissions increased by 809, or 57 percent, and the number of releases grew by 833, or almost 67 percent.

The decrease in admissions in fiscal year 2007 reflects a counter-balancing growth in probation and parole of 7.3 percent that year, as well as sentencing trends in the courts and the effect of a revocation and sanction center for male offenders who violate conditions of their community placement.



# Percentage of Male Admissions by Sexual, Violent & Non-Sexual/Violent and Initial Placement



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site

ACIS/PRO-Files data extracted 9/30/2008

Montana continues to reduce its reliance on prison for male offenders, particularly for those convicted of nonviolent or nonsexual crimes. Meanwhile, alternative placements have become more common.

In 2004, about 31 percent of men entering Montana correctional facilities went to prison for a crime that was neither violent nor sexual. In 2008, that figure dropped to about 23 percent. That decrease is represented in the shrinking size of the orange portion of the chart above.

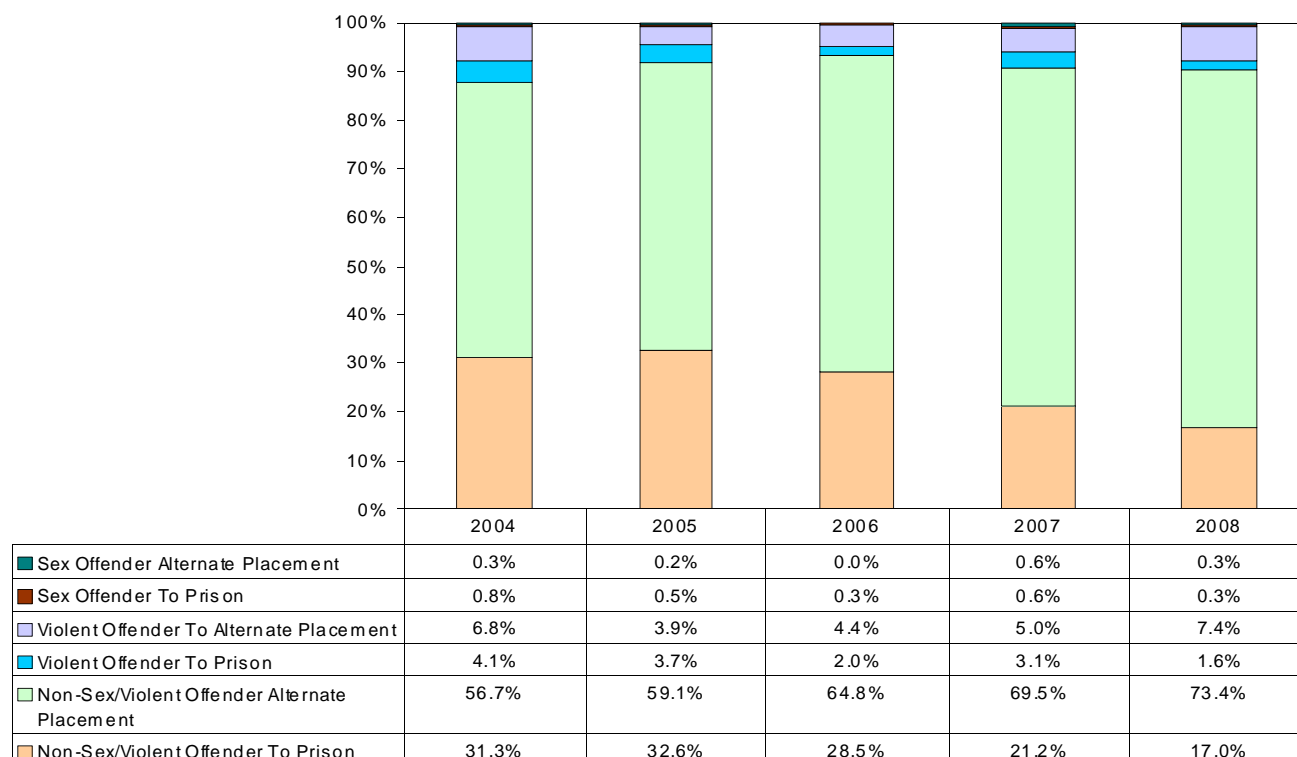
Use of prison for men with violent or sexual offenses declined slightly from 2004 through

2008, from 14.5 percent of total admissions to 12.5 percent. In total, almost 36 percent of all male admissions went to prison in 2008, compared with nearly 46 percent five years earlier.

At the same time, the department expanded the role of alternative programs for men, as illustrated by the green portion of each bar. In 2004, about 54 percent of men entering correctional facilities went to such programs. By 2008, that had increased to 64 percent.

Alternate correctional programs include drug and alcohol treatment programs and prerelease centers.

## Percentage of Female Admissions by Sexual, Violent & Non-Sexual/Violent and Initial Placement



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site  
ACIS/PRO-Files data extracted 9/30/2008

Fewer women convicted of nonviolent or nonsexual offenses are being put in prison and the Department of Corrections is making significantly greater use of alternative placements for all women offenders.

In 2004, about 31 percent of women entering Montana correctional facilities went to prison for a crime that was neither violent nor sexual. In 2008, that figure dropped by almost half, to 17 percent. That decrease is represented in the orange portion of the chart above.

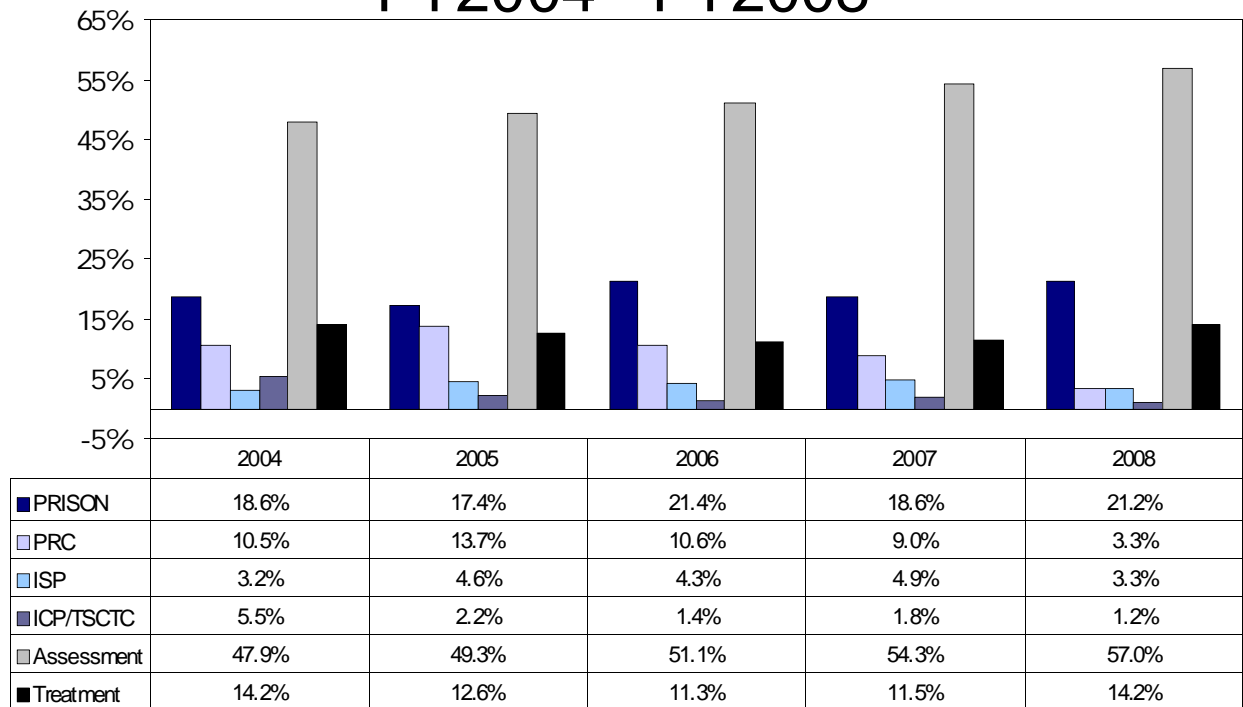
Use of prison even for women with violent or sexual offenses has declined even more, from 4.9

percent in 2004 to 1.9 percent in 2008. In total, about 19 percent of all female admissions went to prison in 2008, compared with about 36 percent five years earlier.

Meanwhile, the department expanded the role of alternative programs for women, as illustrated by the green portion of the chart. In 2004, about 64 percent of women entering correctional facilities went to such programs. By 2008, that had increased to 81 percent.

Alternate correctional programs include drug and alcohol treatment programs and prerelease centers.

# DOC Commits by Initial Placement FY2004 - FY2008



Treatment includes WATCH, Connections Corrections, Passages ADT, Elkhorn Treatment Center and NEXUS Treatment Center

Data extracted from P&P Monthly Reports FY 2004 to FY 2008 on 9/15/2008

This chart illustrates how a unique tool in the Montana corrections system works.

Montana is the only state in the nation that allows judges to sentence convicted criminals to the custody of the Department of Corrections, which then is responsible for determining the best placement for offenders based on their individual circumstances, risks and needs. This authority allows the department to assess the needs of these “DOC commits” and place them in the most appropriate facility or program that provides the best chance at rehabilitation and successful return to the community, while still ensuring safety for the public and accountability for offenders.

Some DOC commits are prescreened for initial placement before sentencing. These are the less-complex cases and accounted for 43 percent of

commits in fiscal year 2008. Ten years earlier, they represented 52 percent of the total.

Fifty-seven percent of DOC commits in 2008 were sent to assessment centers in Billings or Missoula for more extensive evaluation to determine appropriate placement. Statistics for those assessment centers are contained in Appendix I, as part of the adult community corrections system.

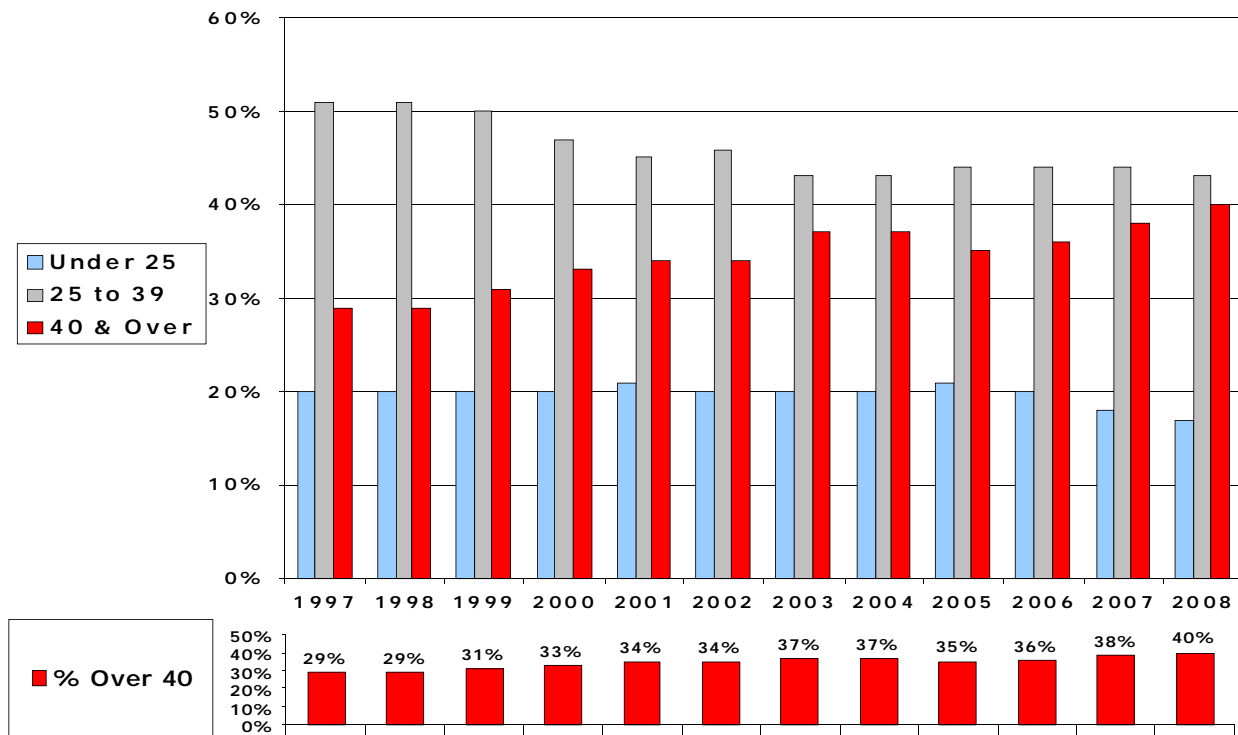
The chart shows that, during the past five years, about eight out of every 10 DOC commits did not need to be in prison initially. An average of about 13 percent of DOC commits went directly to treatment programs in that time, about 4 percent were placed in the intensive supervision program (ISP), an average of 9.5 percent went to prerelease centers and about 2.4 percent went directly to a boot camp program.



# Institutional Populations by Age Groups

## Fiscal Years 1997 to 2008

Extracted from ACIS/ProFiles 9/8/2008



The aging population in Montana's correctional institutions is a significant issue because the state is responsible for providing medical care to those offenders, either directly or through contracts with private providers. Older offenders, because of their lifestyles, tend to develop medical problems at earlier ages than the general population. They either enter the corrections system with existing health problems or develop them while in a correctional facility responsible for providing medical care. In many cases, the health issues are related to years of drug and/or alcohol abuse.

In fiscal year 2008, about 40 percent of the correctional institution population was at least 40 years old. In 1997, that group accounted for just 29 percent of the population. That means the 40-and-over population grew by 38 percent, or about 4½

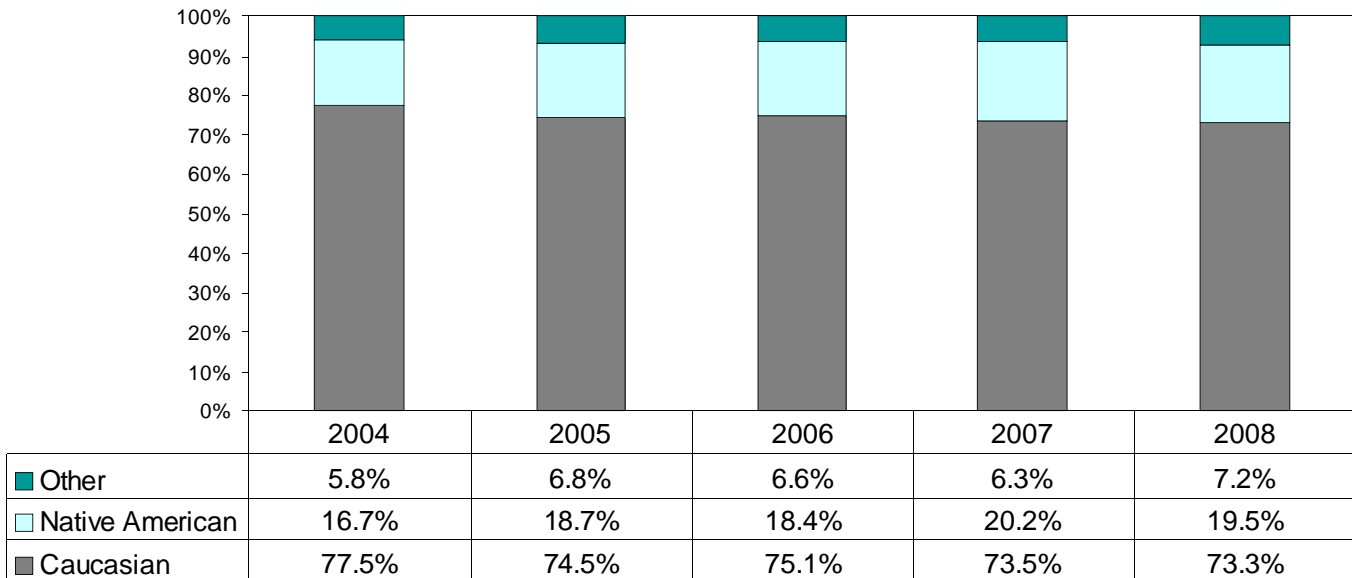
times faster than the same age group in Montana's overall population during that time, according to U.S. Census Bureau estimates.

Younger offenders, those less than 25 years old, have declined as a group from 20 percent to 17 percent of the institutional population during the past dozen years. The proportion of offenders in the 25-39 age group has decreased gradually from slightly over half the population to 43 percent.

The institutional population includes state offenders at the two state-run prisons; two regional prisons; the privately run prison; county jails; assessment, sanction and revocation centers; boot camp; prerelease centers; and all drug and alcohol treatment programs.

# Percentage of Male Admissions by Ethnicity

FY 2004 - FY 2008



ACIS/PRO-Files data extracted 9/26/2008

American Indians continue to make up a disproportionate share of male offenders entering Montana's correctional institutions, accounting for about one out of every five admissions in fiscal year 2008.

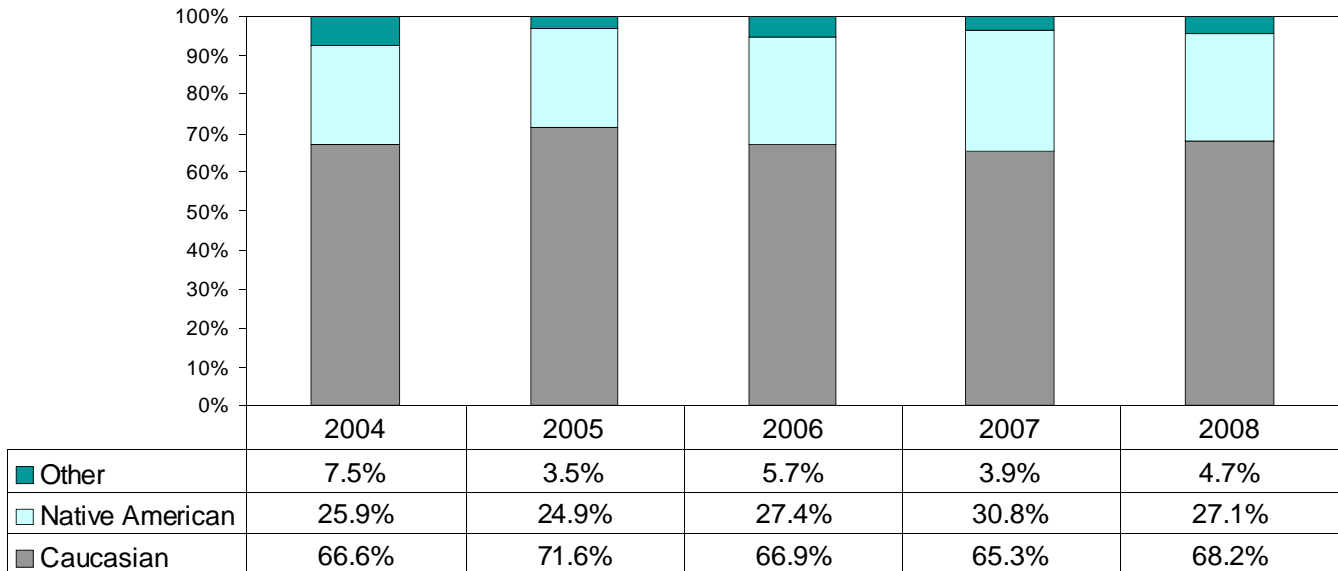
Native Americans, who represent about 7 percent of Montana's total population, accounted for 19.5 percent of male admissions to correctional facilities in 2008. That was down slightly from

20.2 percent in 2007, but generally continues an upward trend in this group of offenders. The rate of American Indian admissions to the system has increased nearly 17 percent since 2004.

The institutional population includes offenders at Montana prisons; county jails; assessment, sanction and revocation centers; boot camps; prerelease centers; and all drug and alcohol treatment centers.

# Percentage of Female Admissions by Ethnicity

FY 2004 - FY 2008



ACIS/PRO-Files data extracted 9/26/2008

The composition of the women offenders entering Montana's correctional facilities continues to include a disproportionate number of American Indians.

In 2008, about 27 percent of admissions were native Americans, or almost four times higher than their representation in Montana's overall population. The U.S. Census Bureau estimates that American Indians account for 7.3 percent of the state's residents.

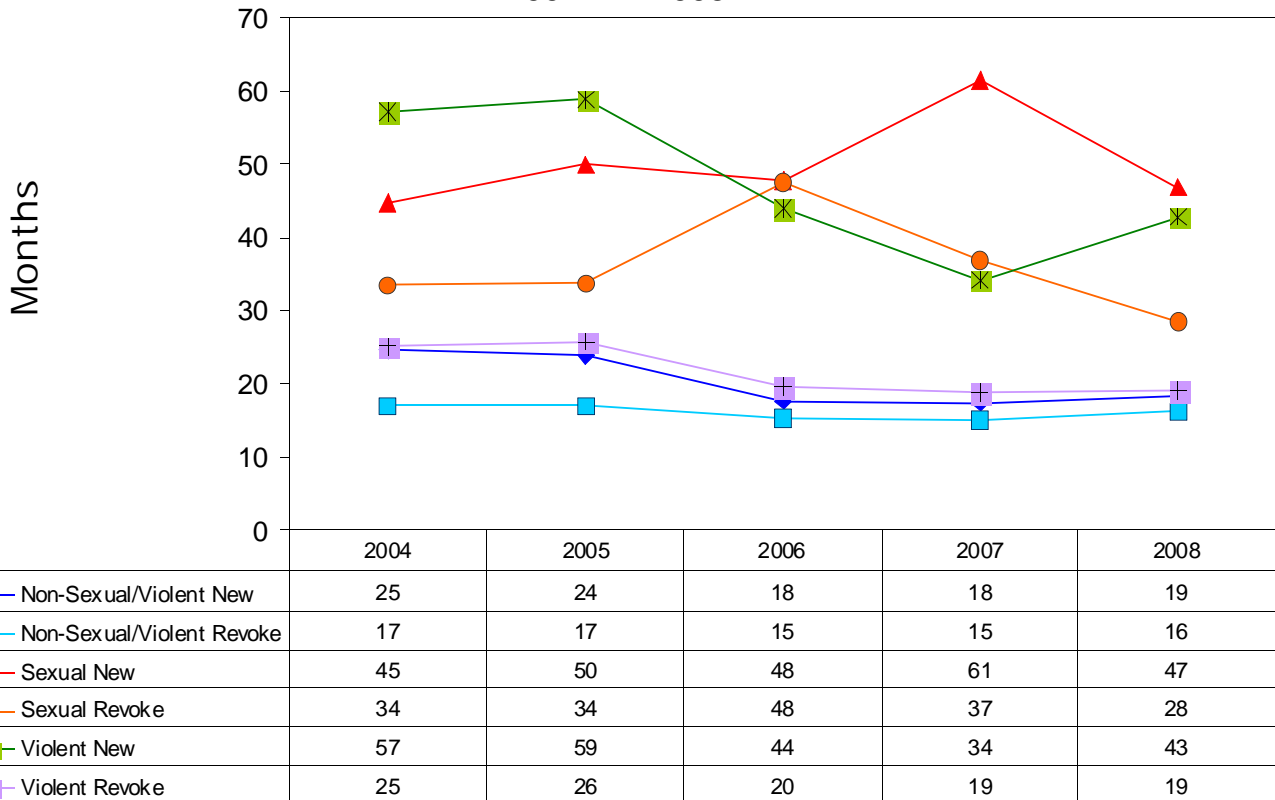
The pace of female native admissions to correctional institutions dropped slightly from 2007 but remains near the 10-year average of 27.5 percent. The low point for American Indian representation was 24.9 percent in 2003 and 2005.

The institutional population includes offenders at Montana prisons; county jails; assessment, sanction and revocation centers; boot camps; prerelease centers; and all drug and alcohol treatment centers.



## Male Average Length of Stay by Sexual, Violent & Non-Sexual/Violent Status

FY2004 - FY2008



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site  
ACIS/PRO-Files data extracted 10/01/2008

Male offenders in Montana correctional facilities stay an average of 28½ months, although the lengths of stay vary widely depending on the reasons for placement in an institution. The chart shows the average length of stay for male offenders released from a correctional facility during each of the past five fiscal years.

A sexual offender who has committed a new crime faces the longest average stay of 47 months, and violent offenders who committed a new crime are a close second at 43 months. Small numbers of offenders in some categories can result in dramatic changes in length of stay from year to year.

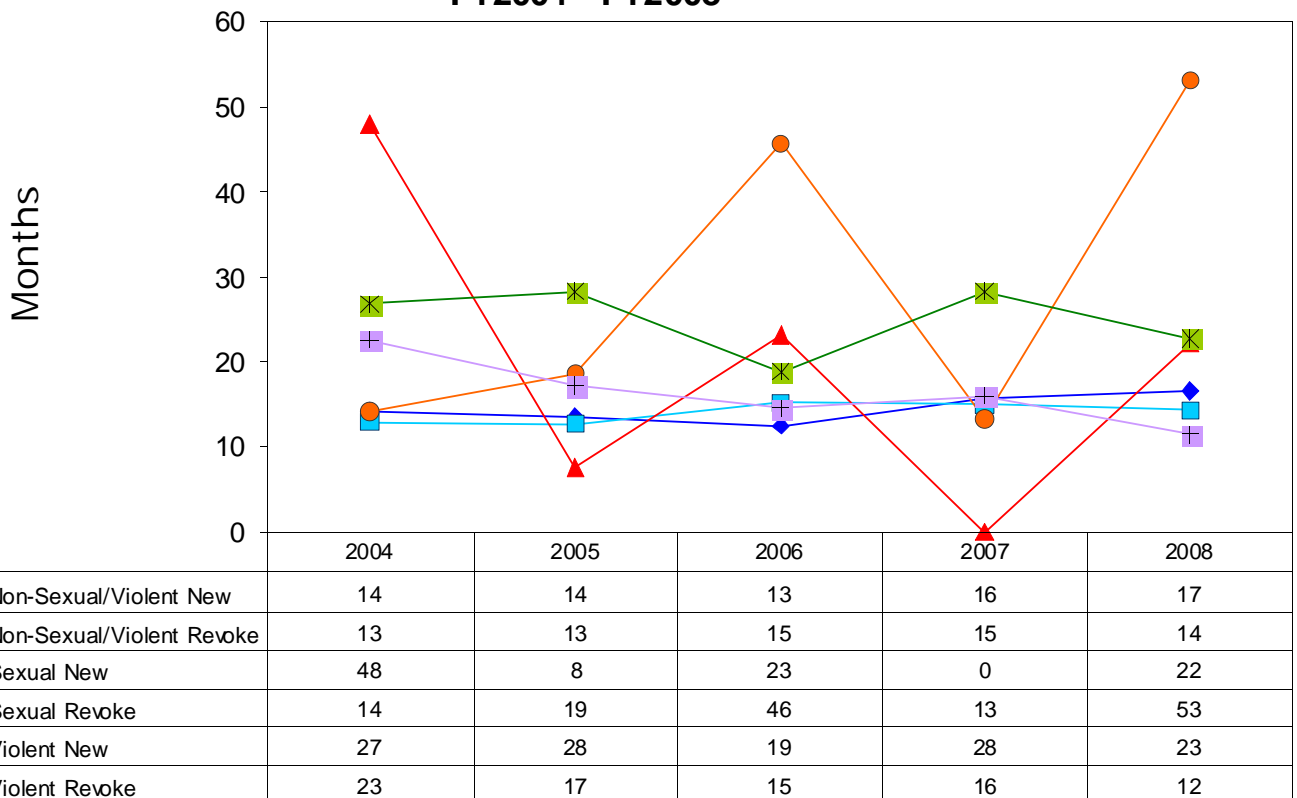
The shortest average stay was 16 months for non-violent, nonsexual offenders who had their community placement revoked for a violation of conditions. The same type of offender committing a new crime and a violent offender with his community placement revoked stayed in a correctional facility an average of 19 months. A sexual offender with a revocation spent an average of 28 months.

Overall, the average length of stay for male offenders declined by about five months from 2004.

The facilities included in this data are the men's prisons, alcohol and drug treatment programs, and prerelease centers.

## Female Average Length of Stay by Sexual, Violent & Non-Sexual/Violent Status

**FY2004 - FY2008**



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site

ACIS/PRO-Files data extracted 10/01/2008

Female offenders in Montana correctional facilities stay an average of 23½ months, although the lengths of stay vary widely depending on the reasons for placement in an institution. The chart shows the average length of stay for women offenders released from a correctional facility during each of the past five fiscal years.

A sexual offender who has her community placement revoked faces the longest average stay of 53 months, although that category in 2008 contained only one woman. The small number of offenders in this category results in the extreme changes in length of stay year to year that are reflected in the upper red line on the chart.

The shortest average stay was 12 months for violent offenders who had their community placement re-

voked for a violation of conditions. Violent female offenders convicted of a new crime stayed an average of 23 months and sexual offenders committing a new crime stayed an average of 22 months. Women with neither violent nor sexual crimes on their record have average stays of 17 and 14 months, for a new crime and for a revocation, respectively.

Overall, the average length of stay for women offenders has changed little during the past five years. In 2004, the typical stay in a correctional facility was about 23 months and three days.

The facilities included in this data are the women's prison, alcohol and drug treatment programs, and prerelease centers.

Montana's offender population is aging rapidly, includes a growing proportion of native Americans and is being managed more in probation and parole than ever before.

The chart on Page A-23 is a snapshot of the entire offender population taken at the end of fiscal year 2008.

It shows about 80 percent of all offenders were male, nearly the same as two years earlier. The average age of offenders is 37.5, or almost two years older than the 35.8 average found in 2006. By comparison, the average age of Montana's total population increases by only a couple of months every two years. The fast-aging offender population creates concerns over the corresponding rise in health care costs of inmates in the prison system.

Average ages varied slightly among the races. Indian offenders were 1½ years younger than white offenders. Hispanics were two years younger and African-Americans were three years younger. The oldest offenders were those on parole, where men averaged two years older than the overall offender population and women averaged

almost four years older. The youngest offenders – averaging about 33½ – were in the assessment, sanction and boot camp programs.

White offenders represent 79.3 percent of the population, identical to the report from 2006. However, native American offenders continue to be a larger portion of the corrections population, growing from 14.7 percent to 15.2 percent during the previous two years. That is more than twice the 7.3 percent rate at which American Indians are represented in Montana's overall population. Natives account for an even larger portion of the prison populations: 28 percent of women inmates and 19.2 percent of male inmates. About 3.1 percent of the offenders were Hispanic, the same as two years before, and 1.7 percent were African-American, up slightly from 1.5 percent in 2006.

Overall, about two thirds (65.5 percent) of offenders in this snapshot were on probation or parole. That compares with 63.1 percent two years earlier. Another 6.5 percent were in prerelease centers, compared with 6.2 percent in 2006. Chemical dependency treatment programs held 3.1 percent of offenders, a two-year increase from 1.9 percent.

## Adult Offender Population Demographics

(Average Age is Calculated as of 6/30/2008)

Gender	Correctional Status	Type	Race					Gender Totals	Combined Totals
			White	Native American	Hispanic	African American	Other		
Female	Inmate	Age	38.1	33.5	34.0	35.2	0.0	36.6	
		Percent	66.7%	27.9%	4.4%	1.1%	0.0%	7.1%	1.4%
	PASC/ICP	Age	34.3	31.2	40.3	0.0	24.5	33.3	
		Percent	66.7%	29.4%	2.0%	0.0%	2.0%	2.0%	0.4%
	Chemical Dependency Treatment	Age	38.3	39.0	35.4	21.2	31.9	38.3	
		Percent	63.0%	33.7%	1.1%	1.1%	1.1%	3.6%	0.7%
	Prerelease	Age	34.7	37.0	27.3	0.0	25.7	35.2	
		Percent	70.8%	27.7%	0.7%	0.0%	0.7%	5.3%	1.0%
	Intensive Supervision	Age	36.7	33.5	44.0	0.0	0.0	36.3	
		Percent	69.8%	24.5%	5.7%	0.0%	0.0%	2.1%	0.4%
	Parole	Age	41.4	40.3	0.0	0.0	50.5	41.2	
		Percent	77.6%	21.6%	0.0%	0.0%	0.9%	4.5%	0.9%
	Probation	Age	37.6	36.7	34.5	34.1	34.7	37.3	
		Percent	81.1%	15.1%	1.8%	0.7%	1.2%	75.5%	14.9%
	Overall	Age	37.6	36.4	35.0	33.5	34.5	37.3	
		Percent	78.2%	18.1%	1.9%	0.7%	1.1%		19.7%
Male	Inmate	Age	39.2	35.8	35.8	33.9	36.5	38.2	
		Percent	73.2%	19.2%	4.2%	2.9%	0.5%	23.1%	18.5%
	MASC/START /TSCTC	Age	32.5	36.1	38.2	35.4	37.8	33.5	
		Percent	72.2%	20.1%	3.2%	3.5%	1.1%	2.7%	2.2%
	Chemical Dependency Treatment	Age	37.2	38.2	37.5	39.9	0.0	37.4	
		Percent	77.1%	19.0%	3.2%	0.6%	0.0%	3.0%	2.4%
	Prerelease	Age	35.7	34.9	32.7	36.7	23.8	35.4	
		Percent	72.0%	21.0%	3.3%	3.2%	0.4%	6.8%	5.5%
	Intensive Supervision	Age	34.3	34.7	37.9	37.1	35.5	34.6	
		Percent	76.2%	15.2%	3.9%	3.5%	1.2%	2.4%	2.0%
	Parole	Age	39.9	38.9	38.9	36.9	36.1	39.7	
		Percent	80.6%	12.2%	4.7%	1.6%	0.9%	6.5%	5.2%
	Probation	Age	37.9	36.6	35.7	34.1	36.8	37.6	
		Percent	83.7%	11.4%	3.0%	1.3%	0.6%	55.5%	44.5%
	Overall	Age	37.9	36.3	36.0	34.7	36.0	37.5	
		Percent	79.6%	14.4%	3.4%	1.9%	0.6%		80.3%
Combined Totals		Age	37.9	36.3	35.9	34.6	35.5	37.5	
		Percent	79.3%	15.2%	3.1%	1.7%	0.7%		

Inmates include offenders in MSP, MWP, CCC, GFRP, DCCF, Jail Hold, and Out to Court.

Chemical Dependency Treatment includes offenders in WATCH, CCP, PADT, Elkhorn and NEXUS

ISP includes ISP Inmates, Parolees on ISP, Probationers on ISP and ISP Sanctions.

Prerelease includes Prerelease and Transitional Living.

Extracted from ACIS/Pro-Files 9/4/2008.



Crime and Montana's courts dictate the size and composition of the offender population supervised by the Department of Corrections. The impact on the correctional system varies across the state, with the greatest effect naturally coming from the more-populous counties

The chart on the following page shows the county from which offenders were sentenced as of June 30, 2008, and how many of those were in prison or on probation or parole.

Yellowstone County has the largest population and accounts for the greatest number of offenders. Missoula County is second in both categories. Cascade County is the third largest contributor of offenders, although its population is only the fifth largest in the state. Flathead County is the fourth largest source of offenders and has the fourth biggest population. Lewis and Clark sends the fifth most offenders to corrections and ranks sixth in the population list. Gallatin County, despite having the third largest population in the state, has the sixth largest number of offenders sentenced.

One way to compensate for population differences among the counties is to look at the rate of sentencing by calculating the number of offenders sentenced from each county for every 1,000 residents of each county.

Mineral County, as was the case two years earlier, had the highest overall sentencing rate of more than 26 offenders for every 1,000 citizens. That rate was 24 in 2006. Cascade County ranks

second with a rate of 16.9; followed by Lewis and Clark at 16.7; Powell County at 16.6; Deer Lodge, 16.2; Hill, 15.6; Lake, 15.5; Dawson and McCone, 15.1; Missoula, 14.8; and Flathead, 14.6 per 1,000 residents. Yellowstone, the state's most-populous county, had a sentencing rate of 12.5, almost the same as the state average.

McCone County's high ranking reflects its relatively small population where a few offenders (26) can produce a high sentencing rate. Powell County's rate is partly the result of it being the county responsible for prosecution of crimes related to Montana State Prison.

The statewide average sentencing rate of 12.3 for every 1,000 residents is almost identical to the 12.4 rate reported two years earlier.

The relationship of population to crime is evident in the statistics. Carter, Daniels, Garfield, Golden Valley, Judith Basin, Liberty, Petroleum, Powder River, Prairie, Treasure, Wheatland and Wibaux counties – with an average population of just 1,320 – had fewer than 10 offenders apiece in the corrections system.

In looking at the prison population, Yellowstone County was the greatest source of inmates, followed by Cascade, Missoula, Flathead and Lewis and Clark. Six rural, sparsely populated counties – Carter, Garfield, Liberty, Petroleum, Prairie and Wibaux – had no inmates in the prison. Yellowstone, Missoula, Flathead, Cascade and Lewis and Clark were top suppliers of offenders on probation or parole.

# County of Sentence

## 6/30/2008

County <sup>1</sup>	Count of All Active DOC Offenders <sup>2</sup>	Number Per 1000 County Population	Count of Inmates <sup>3</sup>	Number Per 1000 County Population	Count of Offenders on P & P <sup>4</sup>	Number Per 1000 County Population	Estimated Population on July 1, 2007
Beaverhead	100	11.4	17	1.9	70	8.0	8,804
Big Horn	88	6.9	14	1.1	58	4.5	12,798
Blaine	47	7.2	13	2.0	23	3.5	6,550
Broadwater	46	10.0	6	1.3	39	8.5	4,590
Carbon	57	5.9	8	0.8	39	4.0	9,721
Carter	2	1.6	0	0.0	2	1.6	1,268
Cascade	1,383	16.9	346	4.2	855	10.5	81,775
Chouteau	23	4.4	8	1.5	13	2.5	5,254
Custer	126	11.3	46	4.1	67	6.0	11,188
Daniels	4	2.4	1	0.6	3	1.8	1,650
Dawson	129	15.1	27	3.2	82	9.6	8,558
Deer Lodge	143	16.2	30	3.4	97	11.0	8,852
Fallon	26	9.6	4	1.5	19	7.0	2,696
Fergus	124	11.1	28	2.5	77	6.9	11,181
Flathead	1,264	14.6	228	2.6	887	10.2	86,844
Gallatin	670	7.7	106	1.2	495	5.7	87,359
Garfield	7	5.8	0	0.0	7	5.8	1,215
Glacier	86	6.4	12	0.9	59	4.4	13,382
Golden Valley	7	6.2	1	0.9	5	4.4	1,125
Granite	14	4.9	2	0.7	12	4.2	2,852
Hill	259	15.6	47	2.8	153	9.2	16,568
Jefferson	90	8.1	18	1.6	63	5.7	11,121
Judith Basin	9	4.4	3	1.5	5	2.4	2,048
Lake	440	15.5	100	3.5	275	9.7	28,438
Lewis and Clark	1,004	16.7	197	3.3	688	11.5	59,998
Liberty	3	1.7	0	0.0	2	1.1	1,796
Lincoln	246	13.0	46	2.4	175	9.3	18,885
McCone	26	15.1	5	2.9	20	11.6	1,724
Madison	38	5.1	8	1.1	27	3.6	7,426
Meagher	12	6.3	2	1.1	6	3.2	1,900
Mineral	102	26.2	18	4.6	71	18.2	3,895
Missoula	1,565	14.8	323	3.1	1,054	10.0	105,650
Mussellshell	37	8.2	8	1.8	26	5.8	4,494
Park	129	8.0	28	1.7	95	5.9	16,099
Petroleum	1	2.3	0	0.0	1	2.3	438
Phillips	30	7.6	5	1.3	19	4.8	3,948
Pondera	40	6.7	6	1.0	29	4.9	5,943
Powder River	5	2.9	1	0.6	4	2.4	1,699
Powell	118	16.6	49	6.9	58	8.1	7,118
Prarie	3	2.9	0	0.0	3	2.9	1,044
Ravalli	514	12.7	120	3.0	327	8.1	40,396
Richland	80	8.7	20	2.2	51	5.6	9,182
Roosevelt	26	2.6	11	1.1	12	1.2	10,148
Rosebud	87	9.5	18	2.0	55	6.0	9,182
Sanders	101	9.2	20	1.8	72	6.5	11,033
Sheridan	21	6.2	7	2.1	13	3.9	3,373
Silver Bow	427	13.1	89	2.7	259	7.9	32,652
Stillwater	45	5.2	12	1.4	30	3.5	8,660
Sweet Grass	20	5.3	1	0.3	13	3.4	3,807
Teton	53	8.8	8	1.3	39	6.5	6,023
Toole	58	11.3	18	3.5	34	6.6	5,144
Treasure	9	13.8	3	4.6	6	9.2	651
Valley	54	7.8	10	1.4	40	5.8	6,899
Wheatland	9	4.5	1	0.5	8	4.0	1,983
Wibaux	4	4.5	0	0.0	4	4.5	898
Yellowstone	1,752	12.5	388	2.8	1,079	7.7	139,936
Total	11,763	12.3	2,487	2.6	7,725	8.1	957,861

<sup>1</sup> County is based on last Effective Date of legal judgments entered in ACIS/Pro-Files

<sup>2</sup> Some offenders are not included due to pending entry of legal judgments or are out of state transfers.

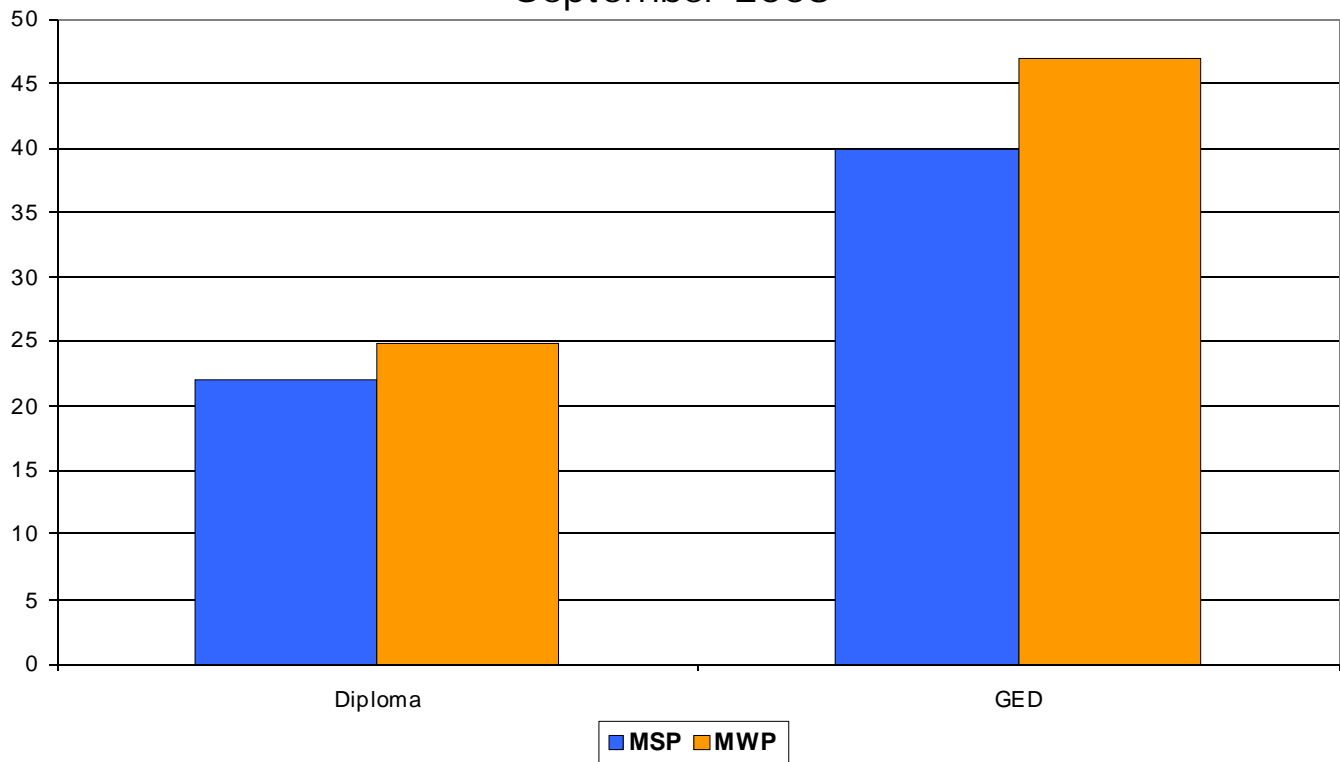
<sup>3</sup> Inmates include MWP, MSP, Regional and Private Prisons.

<sup>4</sup> Probation and Parole includes Probation, Parole, ISP, and Conditional Release

<sup>5</sup> Estimated county populations are from [http://ceic.mt.gov/PL2000\\_cty.asp](http://ceic.mt.gov/PL2000_cty.asp) - Updated March 20, 2008

# Educational Achievement of Prison Population

September 2008



Research has long recognized that education, particularly high school graduation, is one means of reducing crime and the probability of incarceration. First, more educated people are less likely to commit crimes. National crime rates are five times higher among high school drop-outs than among high school graduates. Second, youth in school pursuing an education are not burglarizing houses, stealing cars or selling illegal drugs. Studies have shown that when schools close for teacher training, property crimes increase.

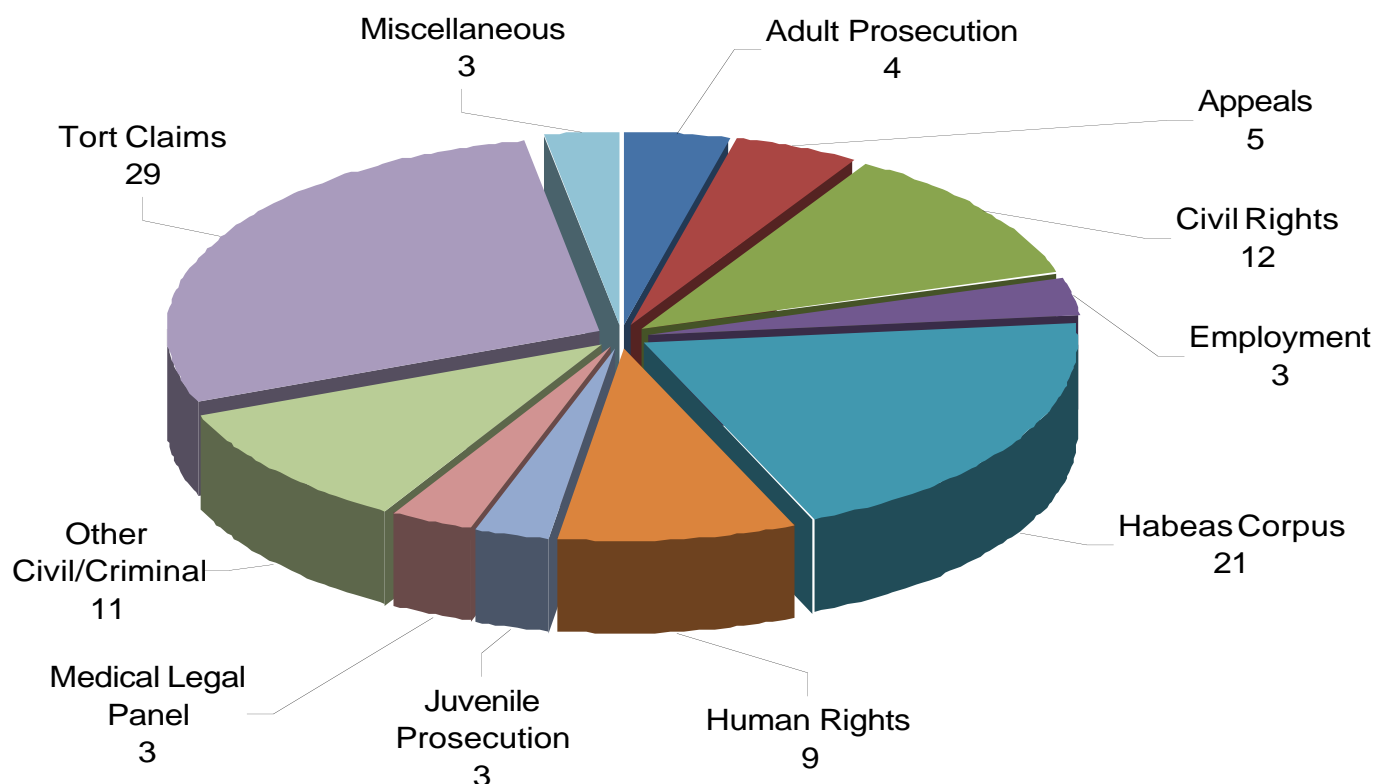
In Montana, about 12.5 percent of citizens have neither a high school diploma nor a GED (general educational development) diploma. About 38 percent of inmates at Montana State

Prison and 28 percent of inmates at Montana Women's Prison have achieved neither educational milestone.

High school diplomas are less common than a GED among inmates. About 22 percent of MSP inmates have a diploma and 40 percent have a GED. At the women's prison, 25 percent hold a diploma and 47 percent have earned a GED. Nationally, about 28 percent of those in state and federal prisons have graduated from high school.

Both prisons offer education courses and opportunities for inmates to earn a high school diploma or GED.

# 2007 Litigation



This chart illustrates the variety of work in the Legal Services Bureau, as measured by cases closed during calendar year 2007. The bureau completed 103 cases, of which about 48 percent were either habeas corpus or tort claims cases. Habeas corpus refers to claims filed by offenders challenging the legality of their confinement. Tort claims are those requesting monetary damages for alleged personal injury or property damage.

Tort claims accounted for 28 percent of all cases completed in 2007, while habeas corpus claims represented about a fifth of all cases resolved. Civil rights claims accounted for about 12 percent of the cases completed, while human rights cases amounted to almost 9 percent of the closed cases. Juvenile cases accounted for about 3 percent and adult prosecutions were another 3.4 percent.

The bureau was very successful in defending the department and state of Montana. For example, all but

one of the habeas corpus claims were denied or dismissed, and the remaining case was closed due to lack of activity. Ten of the 12 civil rights cases were won and the two others were settled for a total of \$1,250. All five appeals cases were won by the department and all four adult prosecutions – for escape – were successful. Six of the nine human rights cases were dismissed or withdrawn, and three were settled. All three Medical Legal Panel cases were resolved in favor of the department.

About one out of every three cases closed affected Montana State Prison, another 13 percent affected Montana Women's Prison, the Adult Community Corrections Division or Health Services Bureau. About 12 percent involved the Administrative and Financial Services Division. The remaining 18 percent were divided among human resources, youth services, Board of Pardons and Parole, contracted prisons, and Montana Correctional Enterprises.



# Offender Population Projections

The adult offender population is the driving force in all the Department of Corrections does. Because corrections is about managing people, the total number of offenders supervised by the department and the mix of those offenders governs the budget, staffing, programs and services, and policy decisions throughout the department.

Tracking the current offender population of more than 13,000 is a daily task of the agency and forecasting future growth of the population is an ongoing challenge. Predicting the number of offenders that will come under jurisdiction of the department requires assumptions about laws, judicial decisions and actions of an inherently unpredictable population.

In 2006, the department formed a management-level committee to collaborate on population projections. The committee meets at least quarterly to review updated numbers from the previous three months and to discuss developing trends in corrections that may require adjustment of existing forecasts.

Through much of 2008, the department discussed population projections with a corrections consulting firm and adapted some of its forecasting models to modify the department's projections. These models examine historical values and trends using mathematical techniques to smooth out anomalies in the data.

The chart on the following page summarizes the department's population picture. It includes estimates for the 2011 and 2013 biennia as of October 2008. Because the offender population is constantly changing, this document also is subject to revisions.

The report shows the average daily population populations of all correctional programs from fiscal year 2004 through fiscal 2008. It includes estimates for fiscal 2009 through fiscal 2013.

Correctional programs are divided between prison and non-prison (community corrections programs). The top portion of the document includes prison programs, including the two state-run prisons, the private prison at Shelby and the two county-operated regional prisons at Great Falls and Glendive. It also counts state inmates being held in county jails and offenders at the Missoula Assessment and Sanction Center. These prison programs manage about 19 percent of the total offender population.

The remainder of the document deals with community corrections programs, beginning with "alternatives to prison." This second category includes various drug and alcohol treatment, sanction and assessment, and boot camp programs. The third section covers offenders living, to some degree, in the community. These programs include prerelease centers, intensive supervision and transitional living programs, and probation and parole. Community corrections programs manage about 81 percent of all offenders.

Probation and parole account for the largest offender population; about two out of every three offenders supervised by the department fall in this category.

For each program, the document shows past populations, existing and expected future capacities and projected population in terms of both a number and percentage for annual growth. The red numbers beginning in fiscal 2009 indicate whether the projected population will exceed capacity. A negative number means that the anticipated population will not reach or surpass capacity of a program.

The final section of the document summarizes the corrections system as a whole. It contains the total average daily adult offender population, the annual system-wide growth as a number and percentage, and the total projected growth beyond capacity, reported in red on the last line.

# DEPARTMENT OF CORRECTIONS - ADULT POPULATION

ACTUAL - FY2004 TO FY2008; PROJECTED - FY2009 THRU FY2013

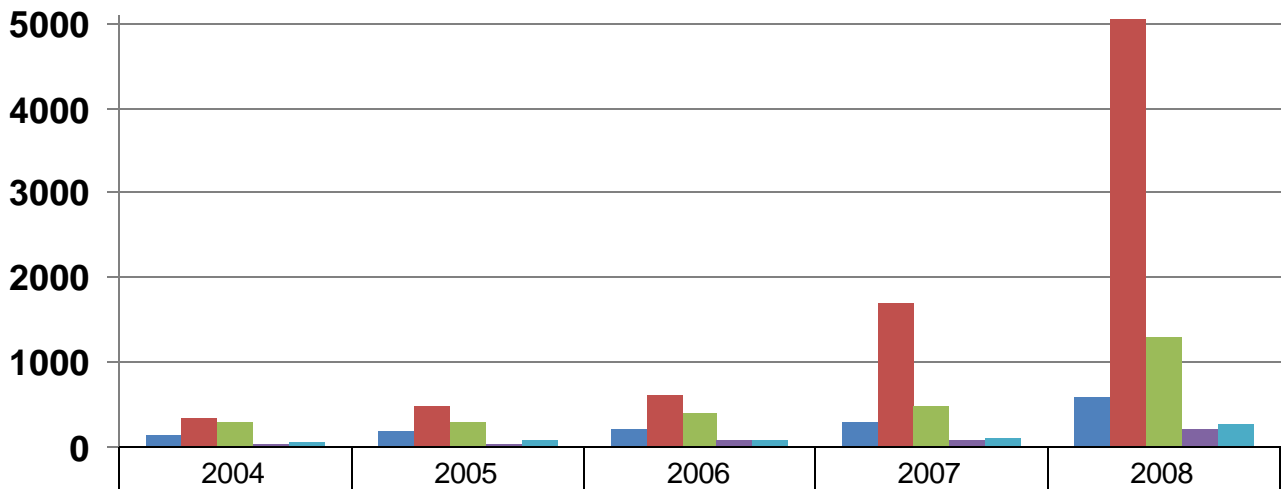
	FY2004	FY2005	FY2006	FY2007	FY2008	Est. FY2009	Est. FY2010	Est. FY2011	Est. FY2012	Est. FY2013
<b>MALE PRISON BEDS</b>						18.9%	18.9%	18.9%	18.9%	19.0%
Montana State Prison - Deer Lodge	1,325	1,430	1,458	1,463	1,391	1,436	1,485	1,485	1,485	1,485
Great Falls Regional Prison	149	151	151	147	143	152	152	152	152	152
Dawson County Regional Prison - Glendive	140	141	142	142	141	141	141	191	191	191
Crossroads Correctional Center - Shelby	391	458	501	506	495	550	550	550	550	550
<b>TOTAL MALE PRISON CAPACITY</b>						2,279	2,328	2,378	2,378	2,378
Actual/ projected population	2,005	2,180	2,252	2,258	2,170	2,251	2,335	2,422	2,513	2,607
% Growth	5%	9%	3%	0.3%	-4%	3.7%	3.7%	3.7%	3.8%	3.7%
<b>Growth Beyond Capacity</b>						-28	7	44	135	229
<b>FEMALE PRISON BEDS</b>										
Montana Women's Prison - Billings	164	186	218	191	148	174	174	174	174	174
Intensive Challenge Program (female) - MWP - Billings	7	6	15	18	17	20	20	20	20	20
<b>TOTAL FEMALE PRISON CAPACITY</b>						194	194	194	194	194
Actual/ projected population	171	192	233	209	165	181	198	217	237	259
% Growth	21%	12%	21%	-10%	-21%	9.7%	9.4%	9.6%	9.2%	9.3%
<b>Growth Beyond Capacity</b>						-13	4	23	43	65
<b>MALE JAIL HOLD / ASSESSMENT / PLACEMENT HOLD</b>										
County Jails	128	125	177	131	78	130	130	130	130	130
Missoula Assessment and Sanctions Center	131	133	135	138	137	141	141	141	141	141
<b>TOTAL MALE HOLD/ASSESSMENT CAPACITY</b>						271	271	271	271	271
Actual/ projected population	259	258	312	269	215	232	250	269	290	312
% Growth	14%	0%	21%	-14%	-20%	7.9%	7.8%	7.6%	7.8%	7.6%
<b>Growth Beyond Capacity</b>						-39	-21	-2	19	41
<b>FEMALE JAIL HOLD / ASSESSMENT / PLACEMENT HOLD</b>										
County Jails	10	44	45	28	16	48	48	48	48	48
Passages Assessment	14	17	20	6	13	15	15	15	15	15
<b>TOTAL FEMALE HOLD/ASSESSMENT CAPACITY</b>						63	63	63	63	63
Actual/ projected population	24	61	65	34	29	31	33	35	37	39
% Growth	71%	154%	7%	-48%	-15%	4.9%	4.9%	4.9%	4.9%	4.9%
<b>Growth Beyond Capacity</b>						-32	-30	-28	-26	-24
<b>ALTERNATIVES TO PRISON - MANAGED BY COMMUNITY CORRECTIONS</b>										
TSCTC Boot Camp (male) - Deer Lodge	54	54	52	52	54	60	60	60	60	60
START (revocations) - Warm Springs			35	65	59	72	72	72	72	72
Passages Revocations - Billings				10	16	25	25	25	25	25
START Sanctions			6	16	24	16	16	16	16	16
Passages Sanctions				4	4	10	10	10	10	10
County Jail Sanctions	8	9	11	6	7	11	6	6	6	6
Connections Corrections (male) - Butte / Warm Springs	27	41	67	77	92	94	94	94	94	94
Passages ADT (female) - Billings	8	14	20	25	24	40	40	40	40	40
Meth Treatment (male)- Lewistown				3	81	80	80	80	80	80
Meth Treatment (female) - Boulder				5	40	40	40	40	40	40
Sex Offender Treatment - Location Pending							116	116	116	116
WATCH Program (DUI) -male - Warm Springs / Glendive	116	119	123	125	129	108	108	108	108	108
WATCH Program (DUI) - female - Glendive	25	20	22	20	20	43	43	43	43	43
<b>TOTAL ALTERNATIVES TO PRISON CAPACITY</b>						599	710	710	710	710
Actual/ projected population	238	257	336	408	550	620	699	788	888	1,001
% Growth	8%	8%	31%	21%	35%	12.7%	12.7%	12.7%	12.7%	12.7%
<b>Growth Beyond Capacity</b>						21	-11	78	178	291
<b>PRERELEASE / TRANSITIONAL LIVING - MANAGED BY COMMUNITY CORRECTIONS</b>										
Prerelease (male)	435	472	515	607	651	662	702	702	702	702
Prerelease Transitional Living Male	38	38	46	47	52	40	40	40	40	40
Prerelease (female)	112	117	120	145	138	178	178	178	178	178
Prerelease Transitional Living Female	12	12	12	11	8	20	20	20	20	20
<b>TOTAL CAPACITY</b>						900	940	940	940	940
Actual/ projected population	597	639	693	810	849	910	975	1,045	1,120	1,200
% Growth	2%	7%	8%	17%	5%	7.2%	7.1%	7.2%	7.2%	7.1%
<b>Growth Beyond Capacity</b>						10	35	105	180	260
<b>INTENSIVE SUPERVISION / DAY REPORTING PROGRAMS - COMMUNITY CORRECTIONS</b>										
Intensive Supervision Program	255	288	305	331	309	349	363	378	393	409
Day Reporting					17	20	20	20	20	20
Number of ISP/DR Officers	15	15	15	15	17	17	17	17	17	17
Actual / Projected Population	255	288	305	331	326	369	383	398	413	429
% Growth	-8%	13%	6%	9%	-1.5%	13.2%	3.9%	3.9%	3.9%	3.9%
<b>Growth Beyond Capacity</b>						5	19	34	49	65
<b>PROBATION &amp; PAROLE - COMMUNITY CORRECTIONS</b>										
Probation & Parole	6,813	7,073	7,531	8,050	8,451	8,768	9,110	9,464	9,813	10,195
Enhanced Supervision Program			5	77	107	90	90	90	90	90
Number of P&P Officers	90	89	89	100.5	113.5	117.5	117.5	117.5	117.5	117.5
Actual / Projected Population	6,813	7,073	7,536	8,127	8,558	8,858	9,200	9,554	9,923	10,305
% Growth	4%	4%	7%	8%	5%	3.5%	3.9%	3.9%	3.9%	3.9%
<b>Growth Beyond Capacity (Beyond Standard Caseload)</b>						398	740	1,094	1,353	1,735
<b>Total Actual/ Projected Adult ADP</b>										
Total Actual/ Projected Adult ADP	10,362	10,948	11,732	12,446	12,862	13,452	14,073	14,728	15,421	16,152
% Growth	4.49%	5.66%	7.16%	6.09%	3.34%	4.59%	4.62%	4.65%	4.71%	4.74%
Increase From Previous Year	445	586	784	714	416	590	621	655	693	731
<b>TOTAL Correctional System Growth Beyond Capacity</b>						322	743	1,348	1,931	2,662

# Victim Services

*This section contains statistical information related to  
notification services provided to crime victims  
and their families.*

# Victim Notifications

FY2004-FY2008



Release	123	176	199	281	579
Transfer	350	473	601	1,690	5,038
Parole Hearing	287	297	387	463	1,302
Re-arrest	38	36	72	92	201
Advanced	50	68	88	112	260

The VINE (Victim Information & Notification Everyday) system is the Department of Corrections primary means of keeping crime victims, their families, and other members of the public informed about prison inmates.

VINE is an automated telephone system that provides offender custody status updates around the clock. Victims may register for VINE using a toll-free telephone number (800) 456-3076, logging onto [www.vinelink.com](http://www.vinelink.com) or contacting the department. Victims and the public also may use the VINE system without registering for automated notifications.

The department's victim information specialist and information technology staff work closely with the VINE service provider to maintain and improve the service, and to increase its use.

Use of the VINE service has grown due to DOC publicity efforts such as wider distribution of brochures and improved communications with county victim advocates, who typically work for prosecutors.

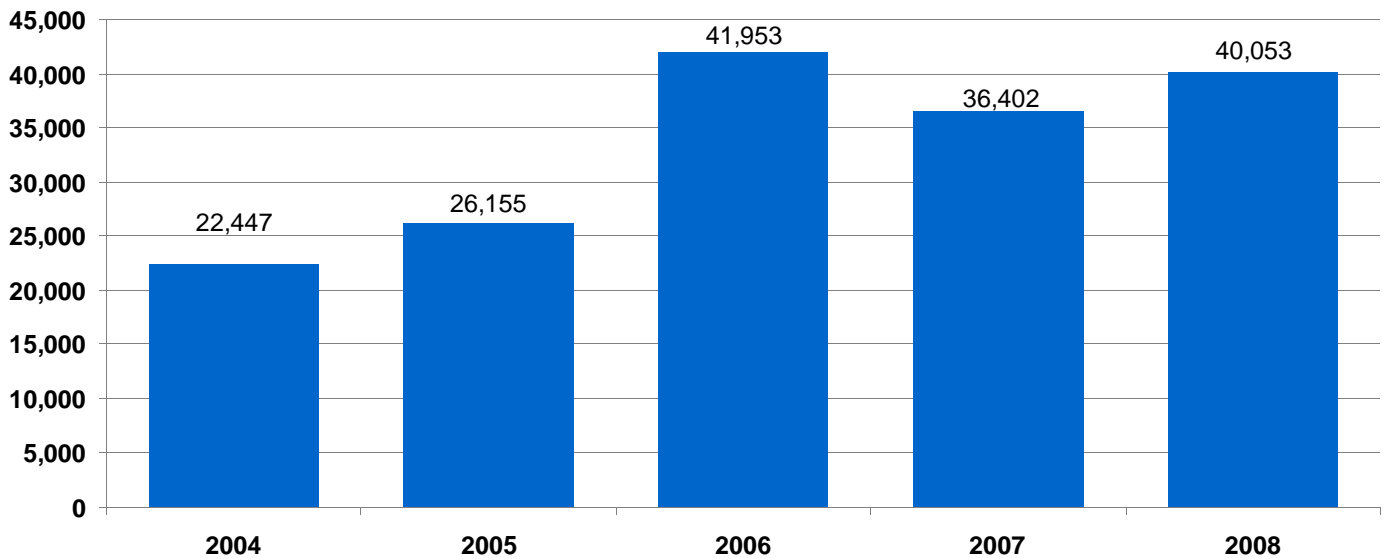
This chart illustrates VINE notifications during the past five fiscal years.

VINE notifications to crime victims by phone, email and letter began to grow steadily in 2006 with the addition of an Internet registration site called VINELink. This allows victims and other members of the public to register online at [www.vinelink.com](http://www.vinelink.com) for automatic notifications when the custody status of a prison inmate changes.



# Total VINE Transactions

FY2004-FY2008



Total annual notifications increased more than eight-fold in the past five years, from 848 to 7,380. Between 2007 and 2008 alone, notifications nearly tripled. Average annual growth was almost 82 percent. Use of e-mail for notifications increased dramatically in the previous three fiscal years, from just 11 in 2006 to 370 in 2008.

The largest increase in notifications came in those reporting transfers of inmates within the prison system. Those calls and e-mails topped 5,000 in 2008, compared with just 1,690 the year before and only 350 five years earlier. Notifications of parole hearings were almost three times higher in 2008 than in 2007.

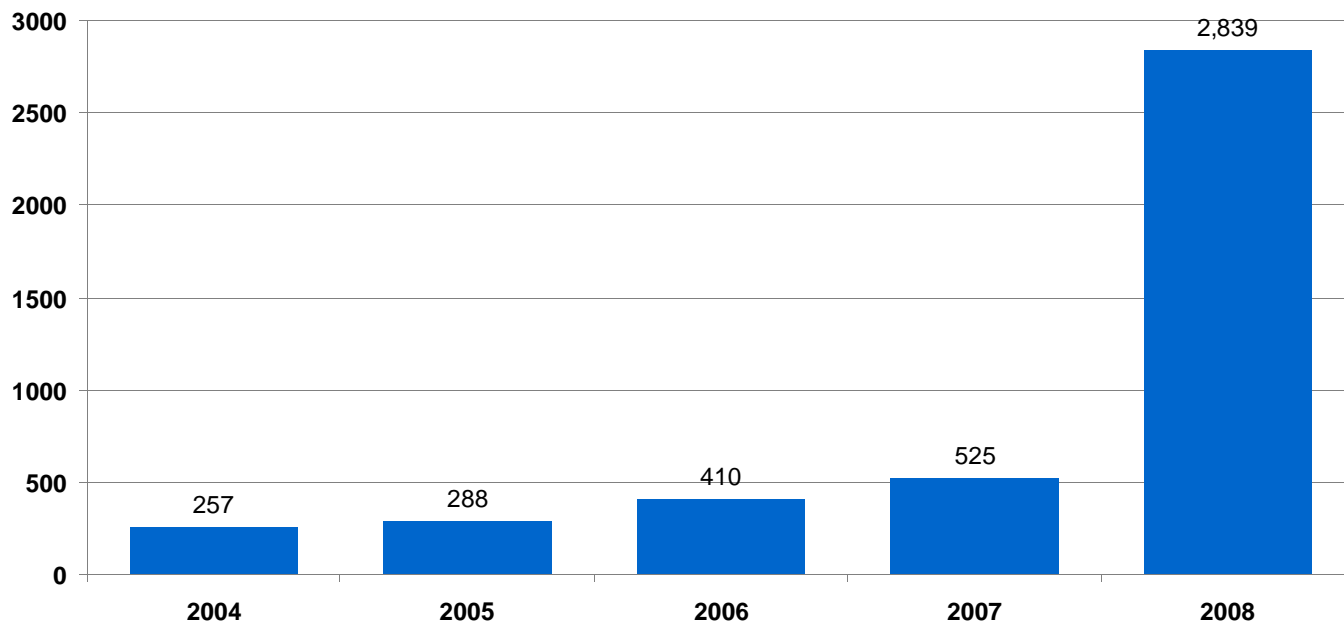
The “advanced” category refers to instances where victims are given advance notice of an inmate move.

VINE transactions depicted on the chart on this page include all phone and email inquiries to VINE by victims, law enforcement, offender families, DOC staff, and other members of the public, and all phone and email notifications from VINE. The toll-free VINE line operates 24 hours per day, seven days a week. Callers can obtain automated custody-status information by entering the offender’s name or prison number, or they can opt to talk to a live operator.

VINE recorded 167,010 transactions during the past five fiscal years, 2004-2008, or an average of 33,402 annually. The number of transactions nearly doubled during that time. Transactions increased 60 percent in 2006 when VINELink came online. The Department of Corrections made the registration process easier by linking VINELink to the Correctional Offender Network (CON) site.

# VINE Registrations

## FY2004-FY2008



This chart depicts the total number of victims and others who registered for automated offender custody-status updates by phone or email. Once someone registers for VINE, he or she receives automated phone messages or e-mails when the offender is transferred to another prison, is released from secure custody (prison) to probation, parole, prerelease, escapes, or dies. VINE also notifies registered victims three months in advance of an upcoming parole hearing or release from prison. An emergency override line allows the prisons to issue immediate VINE notifications if an inmate escapes.

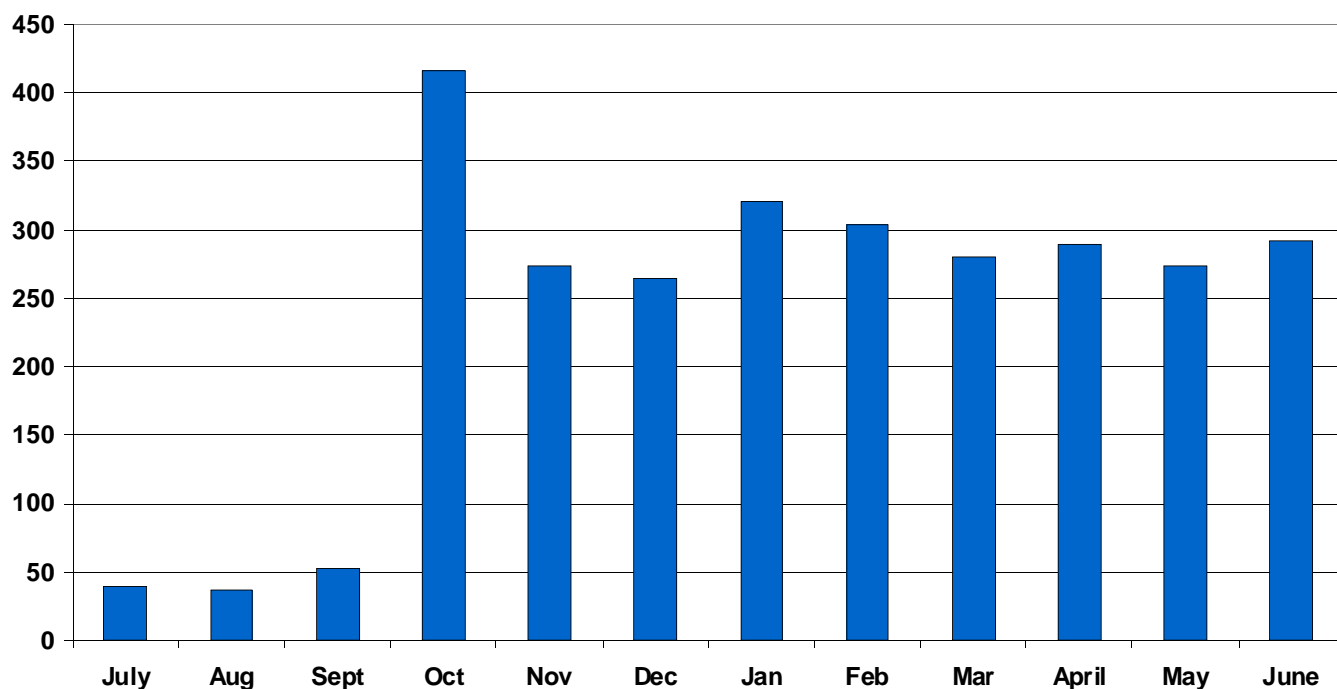
VINE registrations grew dramatically in fiscal year 2008. The five-fold increase occurred be-

cause the Department of Corrections made registration easier. In cooperation with Montana Interactive, the DOC added a “hot link” to the state’s Correctional Offender Network (CON) site. The link transfers users automatically to the VINELink Web site, where they may register for phone or e-mail notification.

Many victims use the VINE system to receive current custody information about an offender, but do not register for automated notifications. Anonymity is important to many victims. Although VINE information is secure and confidential, some victims prefer not to register.

# VINE Registrations By Month

## FY2008



This chart illustrates the big increase in VINE registrations that occurred during fiscal year 2008 when the Department of Corrections, in October 2007, offered an additional method of registering. Before then, the number of registrations averaged 30-40 a month. Beginning in October, registrations averaged 309 per month through the end of fiscal 2008.

The department added a link on the state's Correctional Offender Network (CON) Web site so that victims or the general public could move directly from that offender locator site to the VINELink site. They can register for phone or e-mail notification of an offender's movements.

# Youth Services

*This section contains statistical information related to juvenile offenders and the services available in juvenile correctional programs.*



Recidivism is one of the most common measures of the success of correctional programs because it tracks how many offenders return to a secure facility for any reason within three years of release.

**Table 1** shows the most recent recidivism rates for youth leaving Pine Hills Youth Correctional Facility (PHYCF) and Riverside Youth Correctional Facility (RYCF). On average, about 24 percent of the youth return for committing a new crime and for a violation of the conditions imposed on their community placement. About half of those returning came back for a new crime.

**TABLE 1**

<b>RECIDIVISM</b>			
<b>Three (3) Year Average ending 06-30-08</b>			
<b>Felony Recidivism</b>		<b>Total Recidivism</b>	
<b>Conviction on a new criminal offense</b>		<b>Including technical violations</b>	
PHYCF	RYCF	PHYCF	RYCF
11.6%	12.34%	24.2%	23.45%

Restitution, which is payment to victims to compensate them for the effects of the crime, is a critical element of holding offenders accountable and teaching them responsibility for their actions. Although both secure youth facilities have a restitution program, Riverside's program did not begin until June 2008. Community service programs, another accountability tool, provide an opportunity for offenders to repay the community for the costs of adjudication and incarceration.

**Table 2** shows that Pine Hills youths paid nearly \$152,000 in restitution during the past five fiscal years, 2004 to 2008. The average payment in 2008 was \$766.83 and the average amount over the five years was \$789.53. The average payment increased nearly 19 percent from 2007 to 2008.

**TABLE 2**

<b>RESTITUTION</b>											
<b>PHYCF</b>	<b>FY04*</b>	<b>FY05</b>	<b>FY06</b>	<b>FY 07</b>	<b>FY 08</b>	<b>RYCF</b>	<b>FY04</b>	<b>FY05</b>	<b>FY06</b>	<b>FY07</b>	<b>FY 08</b>
<b>Paid to Victims</b>	\$24,356	\$27,227	\$33,020	\$31,000	\$36,041	New Restitution Program began June 2008					\$180
						Community Hours					
# Youth in the Restitution Program	29	35	36	48	47	On grounds	343.5	580.25	699.75	949	322.75
# of Community Service Hours Worked	5534.5	7803	5701.1	7870	7611	Off grounds	141.0	93	38.5	0	0
# of Youth in Community Service Program	54	65	50	55	36	Total	484.5	673.25	738.25	949	322.75

\*Reduction in the Federal Funds (JTPA-Job Training Partnership Act)

PHYCF = Pine Hills Youth Correctional Facility  
 RYCF = Riverside Youth Correctional Facility  
 YCC = Youth Community Corrections (juvenile parole, financial and program services, interstate compact, Youth Transition Centers, transportation, detention licensing)  
 FY = fiscal year

Pine Hills youths spent 7,611 hours on community service projects in 2008. During the past five years, they logged 30,950 hours – the equivalent of 1,438 days – of community service. At Riverside, where the population is much smaller than at Pine Hills, girls performed almost 323 hours of community service, during 2008. Over the past five years, they had 2,845 hours of service, or more than 118 days. About 90 percent of the work was done on the Riverside campus.

**TABLE 3**

The state collects money from offenders' families to help offset the costs of their incarceration or participation in programs and services. The money comes from parental contributions and Social Security benefits. **Table 3** shows that collections increased 80 percent since 2002. Total contributions during the seven-year period reached \$3.5 million, with parental contributions accounting for about 56 percent of that amount. In 2002, payments from parents made up half the contributions; in 2008, they accounted for more than

FY	RECOVERED COST OF CARE		
	Social Security	Parental Contributions	Totals
08	\$225,430.78	\$280,885.02	\$506,315.80
07	\$208,325.03	\$368,061.21	\$576,386.24
06	\$238,539.35	\$340,056.73	\$578,596.08
05	\$277,722.48	\$329,897.64	\$607,620.12
04	\$251,979.75	\$307,997.38	\$559,977.13
03	\$207,989.82	\$177,861.76	\$385,851.58
02	\$141,568.05	\$140,709.99	\$282,278.04

55 percent. Total contributions declined by about \$70,000 in 2008 largely because of the lower commitment rates and establishment of a new parental contribution withholding enforcement program.

Montana's two youth facilities have had notable success in their educational programs, both of which are accredited by the state Board of Public Education. The institutions measure improvement based on test scores in reading, language and math that establish the grade level at which students are performing. Progress is measured over 90 days. **Table 4** shows that Pine Hills students improved by one grade level in the three subjects during each of the past four years. At Riverside, where test scores were first collected in 2005, girls advanced by about 1½ grades in the past two years and by about 2½ grades in 2006. Pine Hills and Riverside awarded 42 high school diplomas and 145 GEDs in the past four years.

**TABLE 4**

EDUCATION										
PRE & POST TESTING	Grade level raised within 90 days					*Grade level raised within 180 days				
SUBJECT	PHYCF					RYCF				
	FY04	FY05	FY06	FY07	FY08	Data collection started in FY05. Data not available for FY04.	FY05	FY06	FY07	FY08
Reading Comprehension	1.1	1.0	.7	1.0	1.0		1	*2.7	1.1	1.7
Language Expression	0.8	1.1	1.1	0.7	1.5		1.01	1.4	1.4	1.8
Math Computation	1.0	1.2	1.3	1.7	0.9		0	*3.32	1.4	1.8
GEDs	36	31	21	26	17		3	4	4	3
Diplomas	5	3	5	5	14		4	0	4	3

TABLE 5

YOUTH COMMUNITY CORRECTIONS (YCC)						
		FY04	FY05	FY06	FY07	FY08
Diploma/ Equivalency	High School	8	8	7	4	6
	GED	21	32	21	12	16
Restitution Paid						\$9,982.29
Enrolled in Post Secondary Education / Job Training		4	12	12	22	16
Employment Maintained	90 days	34	54	47	82	101
	180 days	15	23	24	27	27
Interstate Compact	# In from Other States	116	96	121	61	63
	# Out to Other States	113	73	86	43	31

Youth Community Corrections, which includes those juvenile offenders outside of Pine Hills or Riverside, assists youth in getting an education and finding jobs. **Table 5** shows 33 juveniles obtained high school diplomas during the past three years and 102 more received GEDs. Another 66 were enrolled in college or participating in a job-training program in that time. Sixteen were in such programs during 2008, four times more than were participating in 2004. A total of 434 youths were employed for at least 90 days during those five years, with 128 of them holding jobs during 2008.

Escapes have become extremely rare in the youth facilities, as shown in **Table 6**. In 1991, Pine Hills reported 49 escapes involving almost 100 youths. By 2003, the number of escapes had dwindled to 3 and since then Riverside and Pine Hills have experienced only four escapes, although one of those involved Pine Hills boys who were not at the facility when they escaped.

TABLE 6

ESCAPES				
FISCAL YEAR	PHYCF		RYCF	
	# of Youth	# of Incidents	# of Youth	# of Incidents
1976	168			
1991	96	49		
2002	5	3	0	0
*2003	0	0	0	0
2004	0	0	2	1
2005	0	0	1	1
2006	4	1	0	0
2007	2	1 **	0	0
2008	0	0	0	0
*The Fence at PHYCF was completed July 22, 2002				
**Off-site				

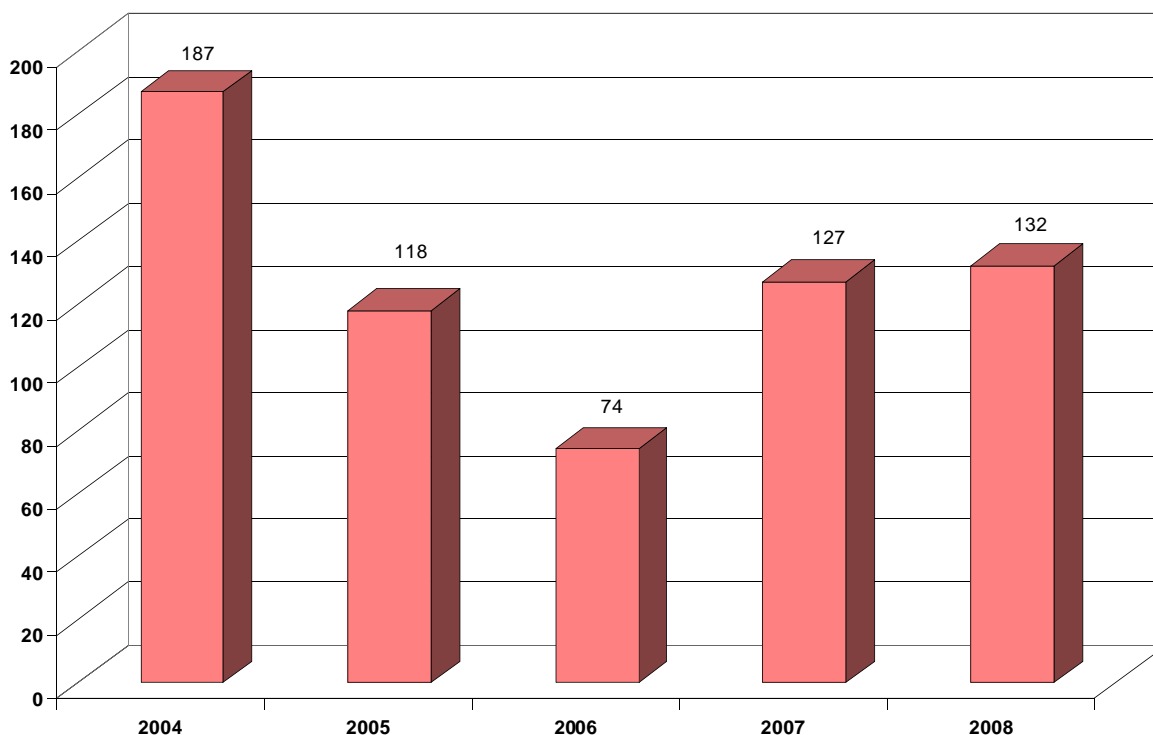
*Few juveniles at Pine Hills Youth Correctional Center end up in prison. During the past five fiscal years, 2004-2008, about 12 percent of those youth discharged from Pine Hills entered Montana State Prison. Slightly more than 3 percent of new admissions to the prison had been in Pine Hills in that period.*

*Of 103 sex offenders discharged from Pine Hills since it opened at its current location in 2000, only four were revoked or were convicted of a new sexual offense.*

The Juvenile Delinquency Intervention Program (JDIP) relies on community prevention services to keep youth out of trouble. The Department of Corrections allocates money to judicial districts to fund placements and services for youth on probation. If a district uses less than its allocation, it may use the balance to establish prevention programs in the community. A portion of the appropriation is reserved as a “contingency pool” in the event a district needs more than its allocation. Funds remaining in the contingency pool at fiscal year end may be allocated to each district to add to their prevention program funding.

The JDIP program has worked well in Montana. This can be seen in the number of initial placements in youth programs such as family foster care, group homes, shelter care and residential treatment. As shown in **Table 7**, placements increased in fiscal years 2007 and 2008 from a low in 2006, but still remained about 30 percent lower than the level in 2004.

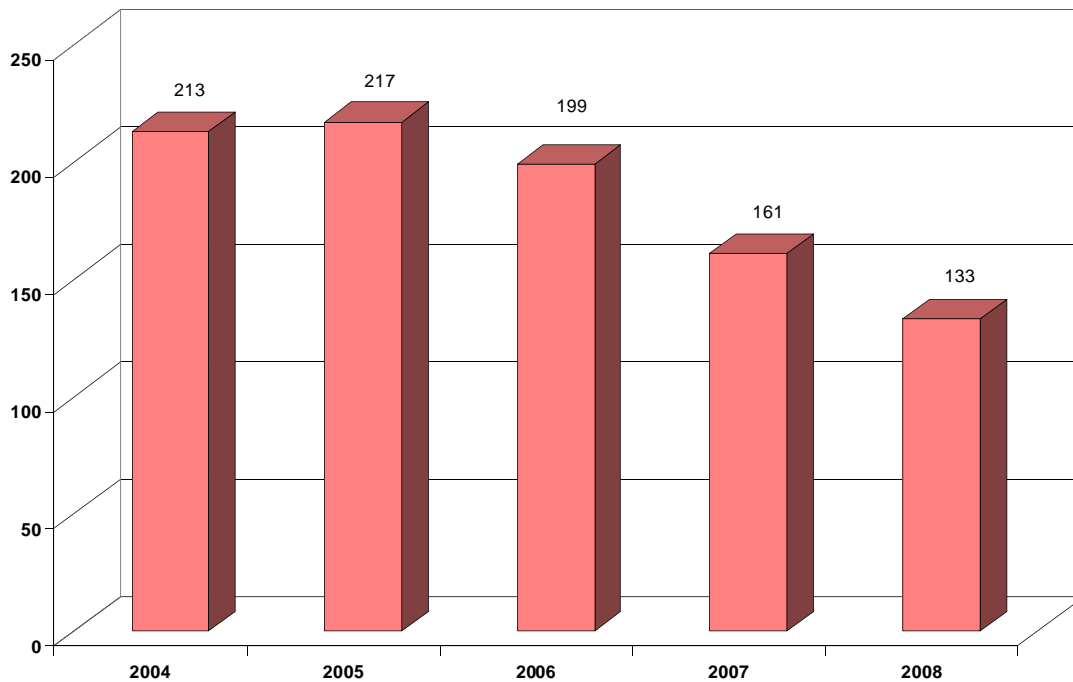
TABLE 7



Another measure of how well JDIP functions is the length of time that youth spend in programs. **Table 8** on the next page shows a consistent decline in the average number of days spent in the various programs. The average stay of 133 days in 2008 was almost 39 percent less than the high of 217 days seen in 2005. In just a one-year span, from 2007 to 2008, the average stay dropped 17 percent.

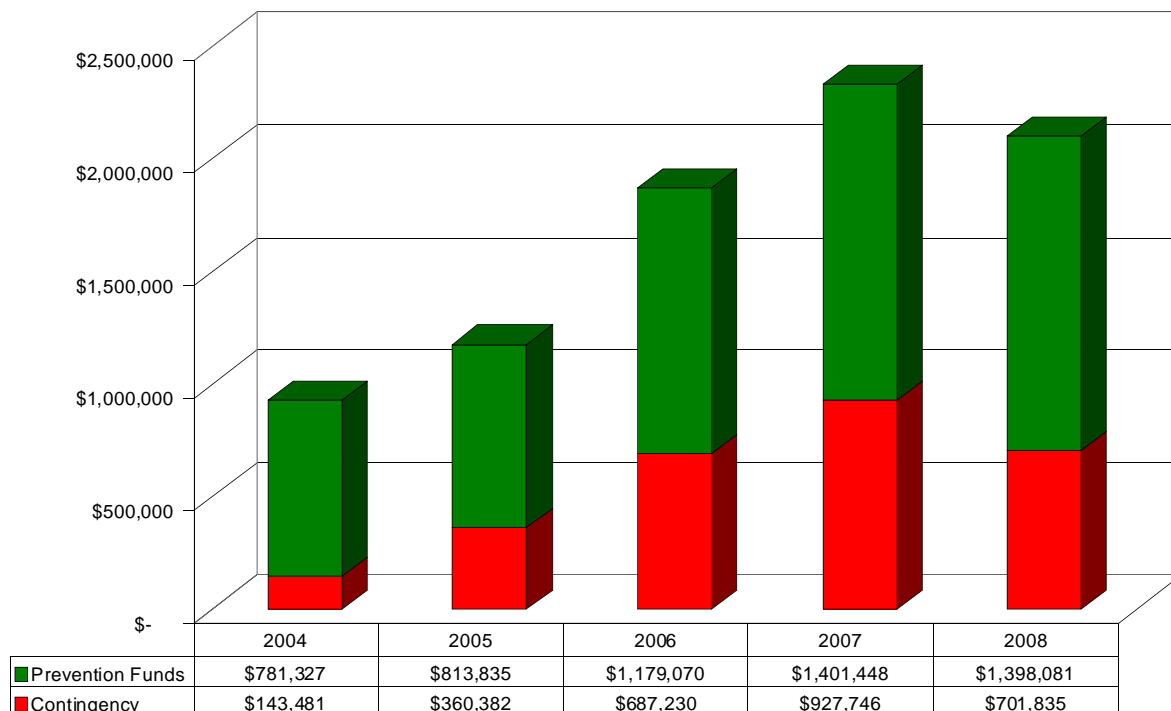


TABLE 8



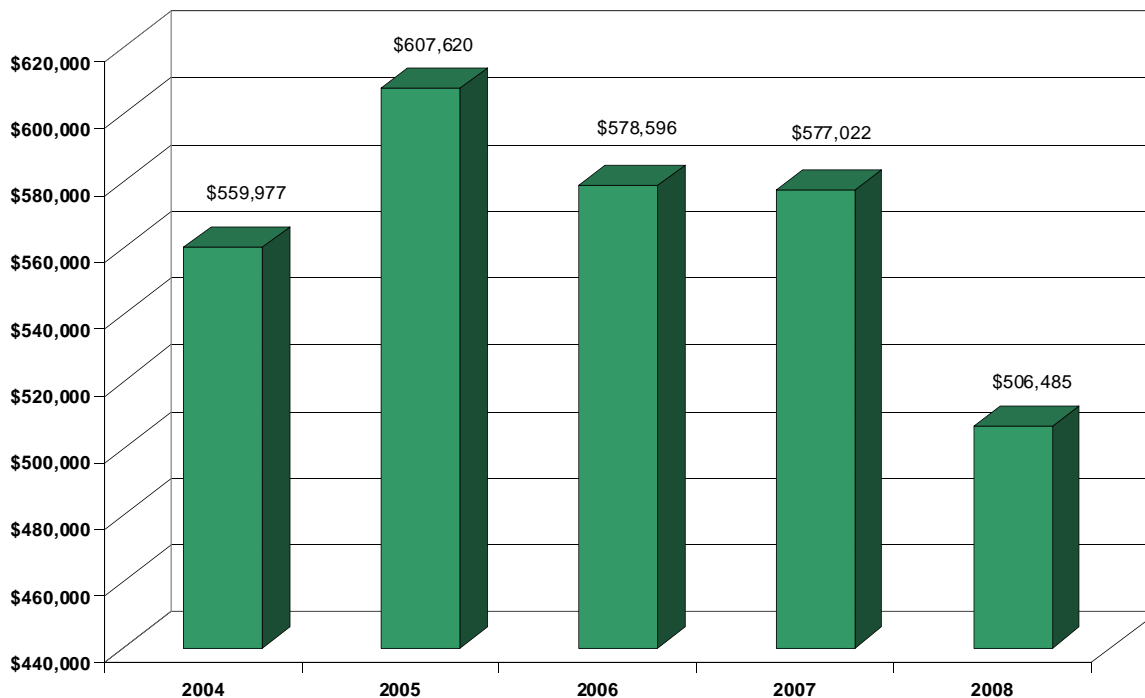
More community youth programs are made possible through “preventive incentive funds” to judicial districts across Montana. These programs, which divert youth from being placed in more-costly programs outside their homes, not only saves money but also means better treatment options for youth. **Table 9**, illustrates the trend in incentive funds over the past five years. The red portion of each year’s funding represents the contingency amount. The funding available for community programs increased 127 percent in that time, providing a total of \$8.4 million since 2004.

TABLE 9



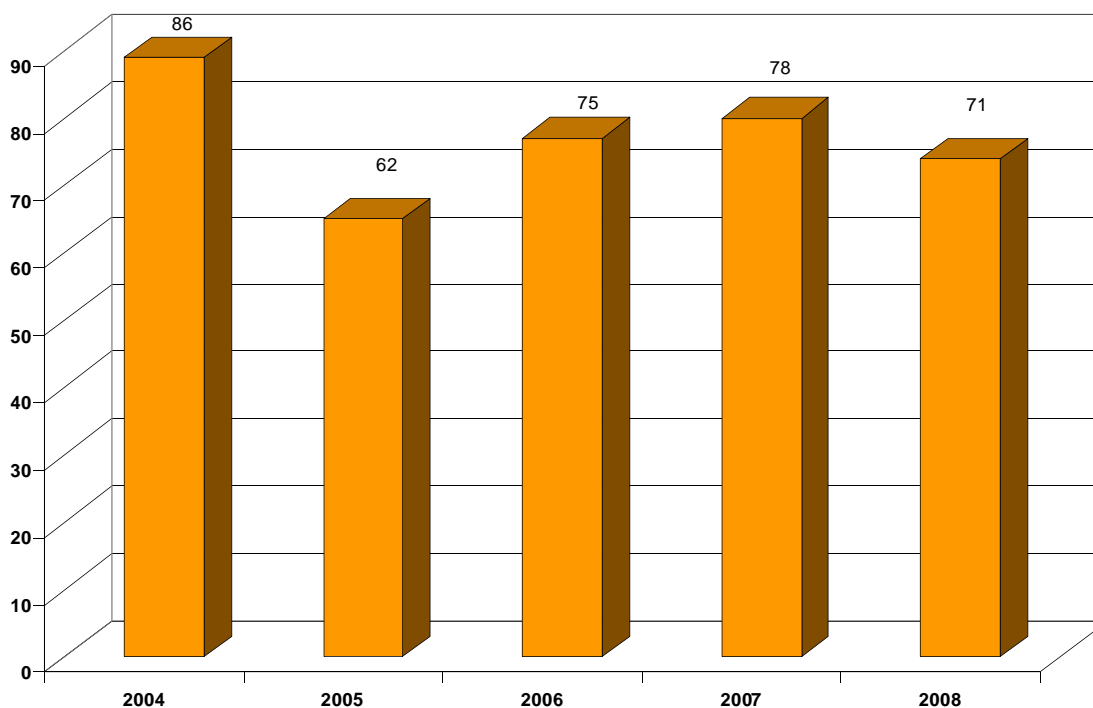
Regional administrative officers collect money from the families of adjudicated delinquent youth to help pay the costs of youth placement programs and state correctional facilities for youth. The money is obtained through parental contributions and attachment of Social Security benefits. **Table 10** shows the annual amounts collected during the past five years. Although collections in 2008 were the lowest in five years due, in part, to fewer placements, they remained above \$500,000.

**TABLE 10**



In the end, perhaps one of the best measures of successful youth programs is the number of admissions to expensive secure-care facilities for youth. **Table 11** shows the number of admissions to Pine Hills Youth Correctional Facility has decreased 17 percent during the past five years.

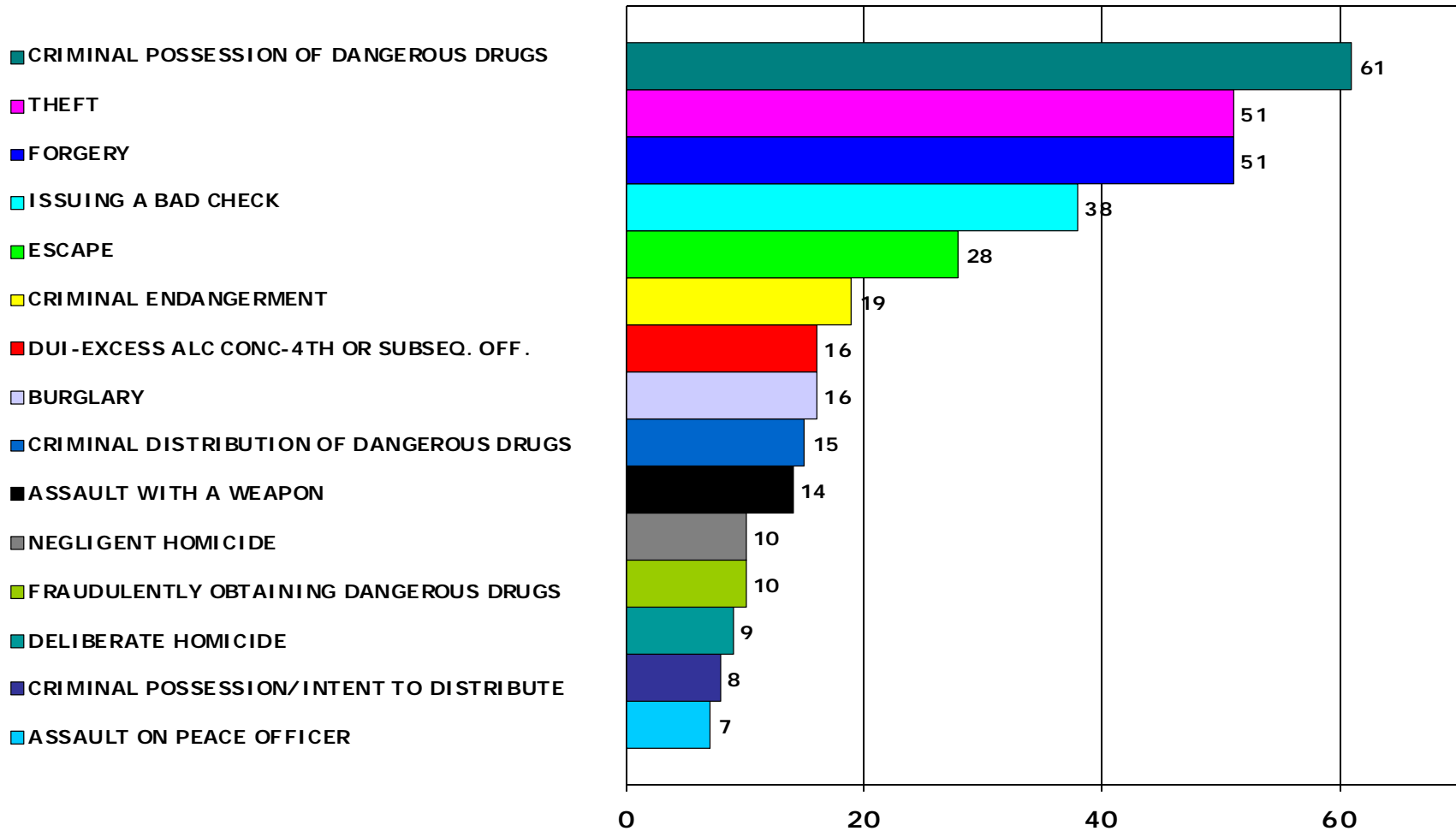
**TABLE 11**



# Montana Women's Prison

*This section contains statistical information related to offenders  
in the women's prison.*

# Top 15 Crimes of Inmates at Montana Women's Prison on 8/29/2008





What crimes are most likely to result in a prison sentence? The chart on the previous page shows the most common crimes for female inmates in Montana Women's Prison on a randomly selected date.

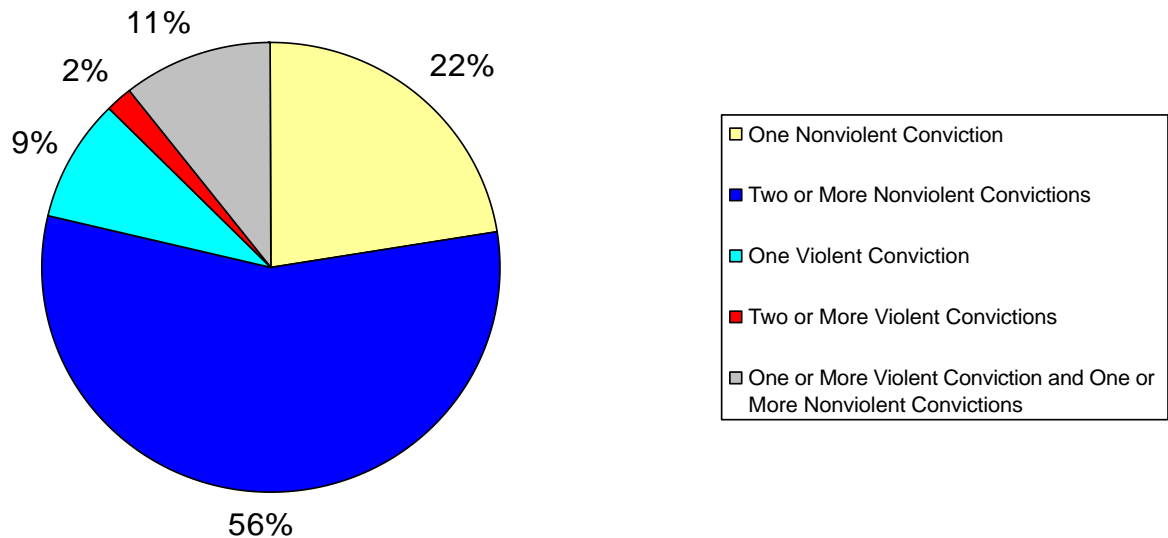
The three most frequent offenses remain the same as two years earlier, although the order changed. Drug possession, theft and criminal endangerment have become more common crimes among female inmates. Escape moved up from ninth to fifth

and criminal endangerment jumped from 12<sup>th</sup> to sixth.

Forgery, felony drunken driving, drug selling and fraudulently obtaining dangerous drugs have become less common crimes. Felony DUI was the fifth most frequent crime among women inmates in 2006 and dropped to seventh. Drug selling fell from sixth to ninth and fraudulently obtaining dangerous drugs – usually prescription drugs – dropped five spots to 12<sup>th</sup>.

# Conviction Profile “Snapshot” of Incarcerated Females

(Taken on 9/09/2008)



ACIS/PRO-Files data extracted 9/09/2008

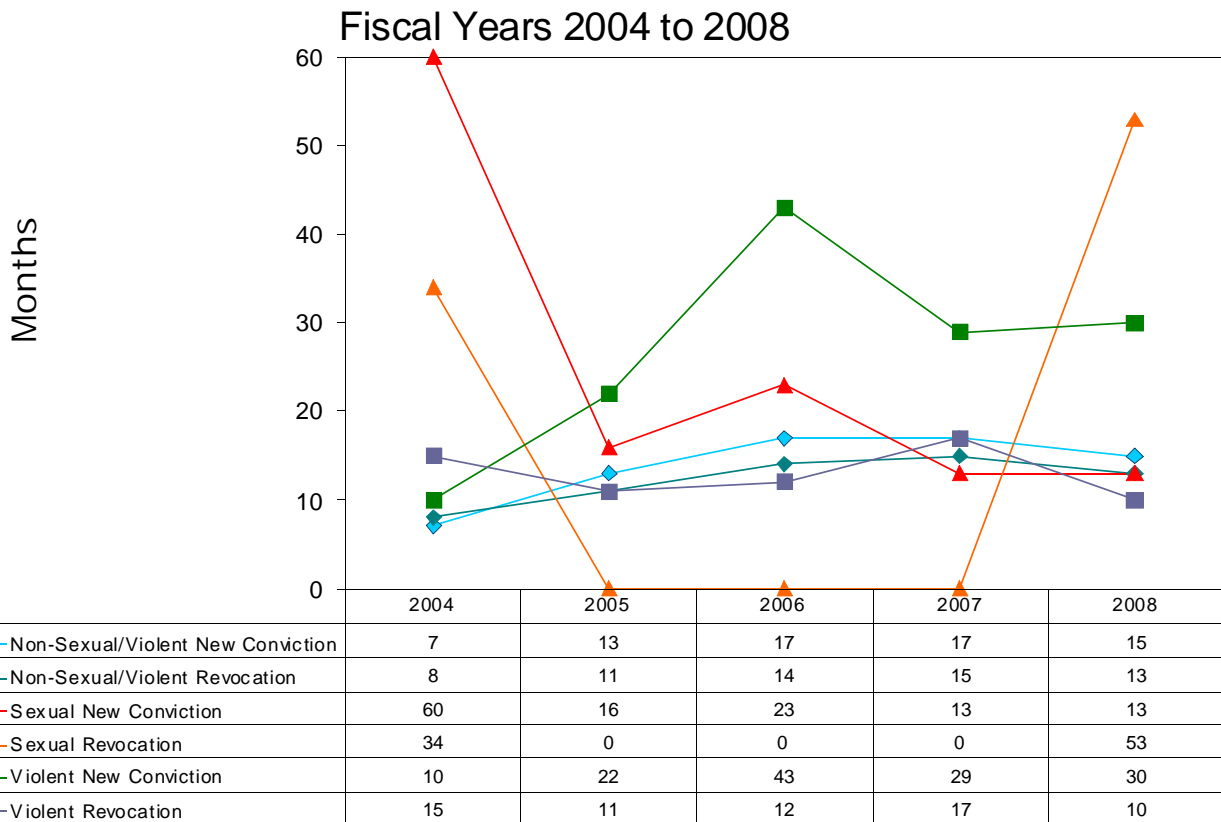
Montana Women’s Prison is being used less for offenders who have committed nonviolent crimes and more for those with violent offenses. Still, most offenders at the Billings prison are there for nonviolent crimes and multiple convictions.

This chart shows that 78 percent of the female inmates had committed nonviolent crimes. That is a slight decrease from 81 percent two years earlier. Twenty-two percent were there for one or more violent crimes, compared with 19 percent in the 2006 sample.

The majority of the female inmates – 56 percent – have committed multiple nonviolent crimes, a decline from 64 percent two years earlier. Although about one out of every five inmates (22 percent) had committed just one nonviolent crime, most of those typically also have had repeated violations of the conditions imposed on their community placements. Often those violations involve illegal drugs or alcohol.

In all, 69 percent had multiple convictions for either violent or nonviolent offenses or a combination of both.

# Female Average Length of Prison Stay by Sexual, Violent & Non-Sexual/Violent Status



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site  
ACIS/PRO-Files data extracted 10/06/2008

Inmates released from Montana Women's Prison in fiscal year 2008 had stayed an average of 22.3 months, continuing a gradual increase over the past four years. The average length of stay in 2007 was 18.2 months, the rate in 2006 was 21.8 months and women inmates stayed an average of 14.6 months in 2005.

The dramatic fluctuations in average lengths of stay for various offenders shown in this chart reflect the fact that the relatively small population of inmates at the prison can be affected by only a few cases.

The longest length of stay of 53 months is for sexual offenders having their community placement (probation or parole) revoked. In three of the five years analyzed no inmates were in this category,

contributing to a significantly lower average stay. Violent offenders entering prison because of a new conviction had the second longest average stay at 30 months.

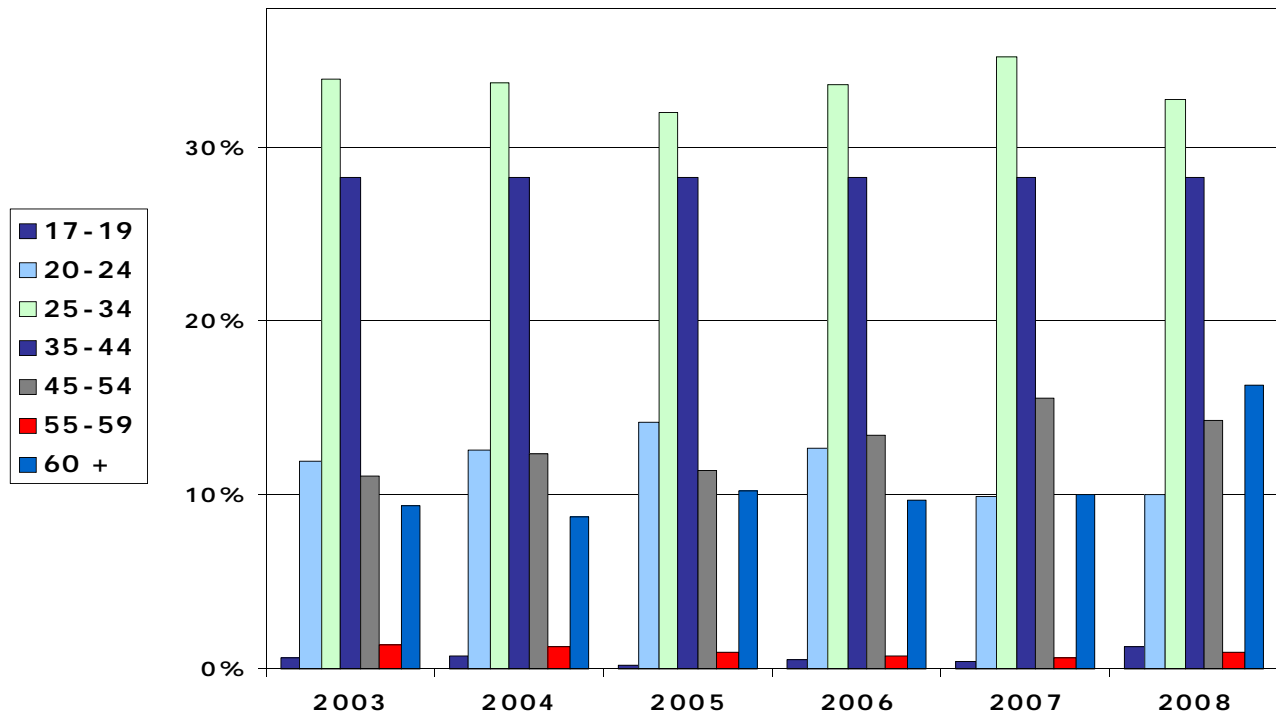
Those convicted of a new crime and having not history of sexual or violent offenses spent an average of 15 months at the prison, while 13 months was the average stay for sexual offenders committing a new crime and revoked offenders with neither violent nor sexual crimes in their pasts. The shortest average stay was for violent offenders who were revoked.

Revocations occur when offenders violates conditions imposed on their community placement. In most cases, revocations are the result of multiple violations.

# Female Prison Population by Age Group

## Fiscal Years 2003 to 2008

Extracted from ACIS/ProFiles 9/8/2008



Offenders represented in this chart spent at least one night in a prison bed during the fiscal year they are counted.

This chart shows the age breakdown among inmates at Montana Women's Prison. It shows significant growth in the proportion of inmates 45 years and older, and modest declines in the younger age groups. These changes have ramifications for health care costs because of the increased medical needs of older inmates.

Although younger ages still dominate the inmate population, the increase in the prevalence of older inmates is noteworthy.

In 2003, about 21.7 percent of all female inmates were at least 45 years old. By 2008, that number

had jumped to 31.5 percent. At the same time, the younger portion of the prison population, ages 20-44, dropped from about 74 percent to 71. Those changes mean the more elderly population grew by 45 percent, while the younger age group shrunk by just 4 percent.

Among older inmates, the age group 45-54 expanded by 29 percent. The oldest age group, those at least 60 years, grew by about 75 percent during the six years, although the number of inmates is relatively small.

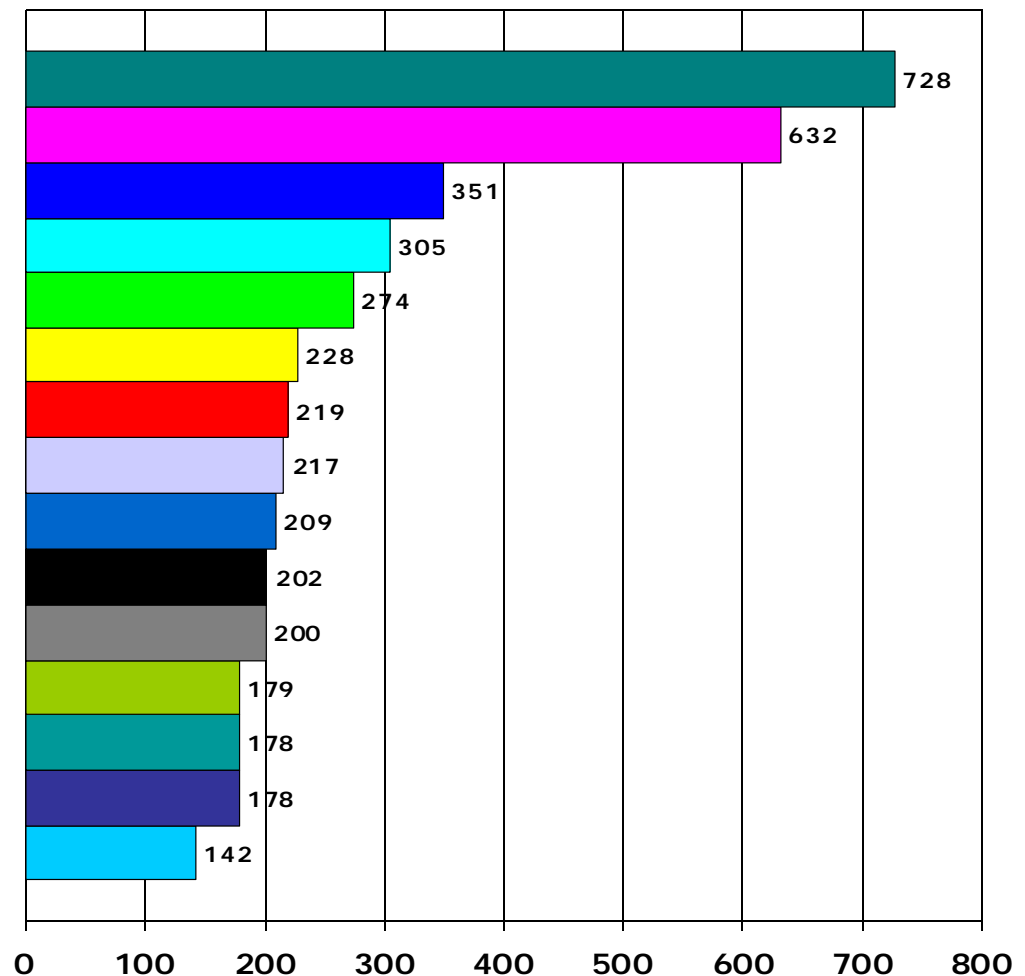


# Montana State Prison

*This section contains statistical information related to  
offenders in the men's prison system.*

# Top 15 Crimes of Male Inmates in Montana Prisons on 8/29/2008

- THEFT
- BURGLARY
- SEXUAL INTERCOURSE W/O CONSENT
- CRIMINAL POSSESSION OF DANGEROUS DRUGS
- SEXUAL ASSAULT
- DUI-EXCESS ALC CONC-4TH OR SUBSEQ. OFF.
- AGGRAVATED ASSAULT FELONY ASSAULT
- DELIBERATE HOMICIDE
- CRIMINAL ENDANGERMENT
- FORGERY
- COMMITTED W/DANGEROUS WEAPON
- ROBBERY
- ASSAULT WITH A WEAPON
- ESCAPE
- CRIMINAL MISCHIEF



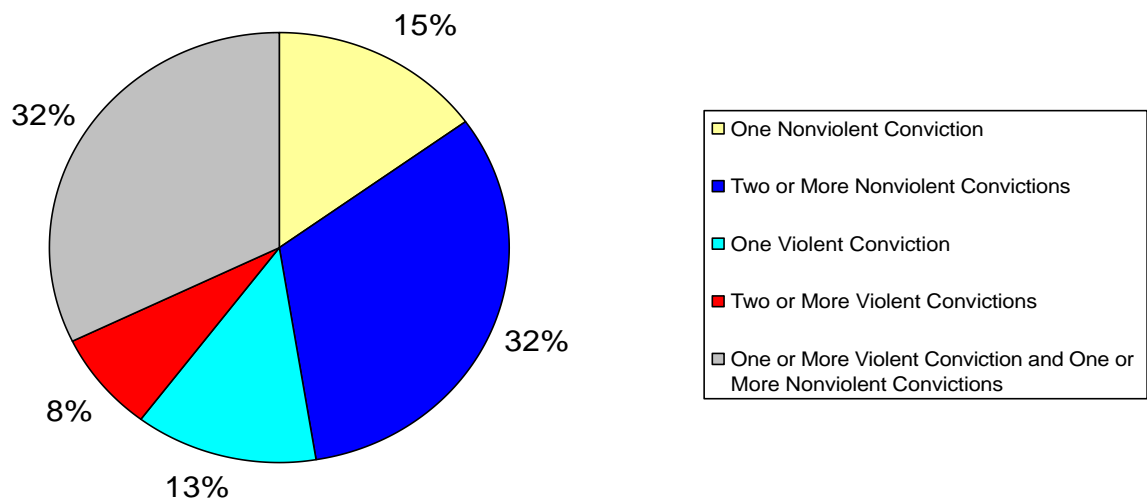
What crimes are most likely to result in a prison sentence? The chart on the previous page shows the most common crimes for male inmates in Montana's prisons on a randomly selected date.

The ranks changed slightly from two years earlier. In general, violent offenses became more common among offenders warranting a prison term. Sexual intercourse without

consent was the fourth most frequent offense in 2006 and ranked third in 2008. Drug possession dropped from third to fourth and sexual assault moved from sixth to fifth on the list. Felony drunken driving is the sixth most frequent crime among inmates, a big change from 2006 when it was ranked 11<sup>th</sup>. Aggravated assault also is a more common offense, climbing from 10<sup>th</sup> to seventh.

# Conviction Profile “Snapshot” of Incarcerated Males

(Taken on 9/09/2008)



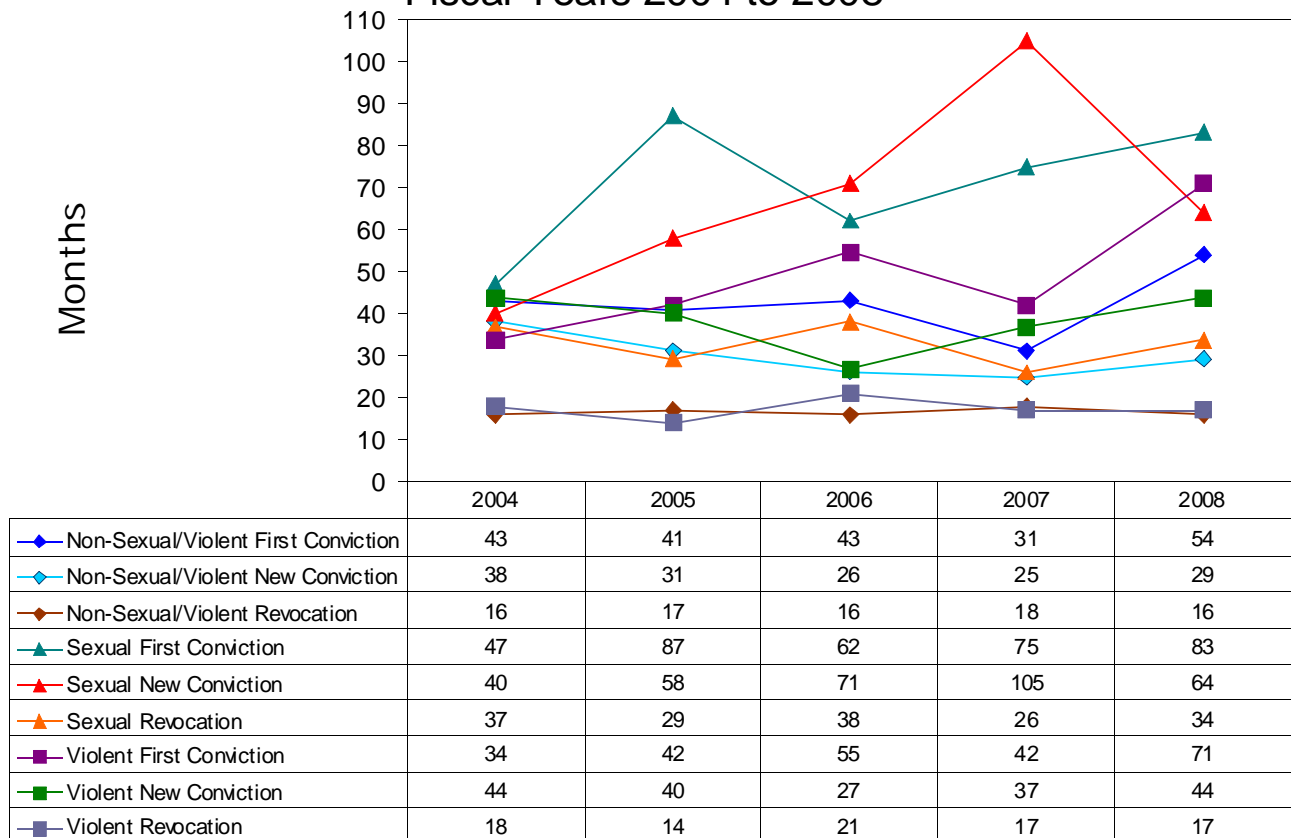
ACIS/PRO-Files data extracted 9/09/2008

The majority of male offenders in Montana’s prisons are behind bars for violent crimes. The chart above shows the original crimes for 53 percent of men are violent offenses, a small drop from 57 percent found in the 2006 “snapshot.” About seven out of every 10 male inmates (72 percent) committed multiple crimes, either violent, non-violent or a combination of both.

Forty-seven percent of male inmates are in prison for nonviolent crimes, but those committing multiple nonviolent offenses outnumber those with a single crime by more than a 2-to-1 margin.

The chart on this page includes inmates in Montana State Prison at Deer Lodge, Crossroads Correctional Center in Shelby, and the regional prisons in Glendive and Great Falls.

## Male Average Length of Prison Stay by Sexual, Violent & Non-Sexual/Violent Status Fiscal Years 2004 to 2008



Sexual and Violent Offenses are defined on the Department of Justice Sexual and Violent Offender Registry Web Site  
ACIS/PRO-Files data extracted 10/06/2008

Male inmates released from Montana prisons in fiscal year 2008 had stayed an average of almost 46 months, continuing a gradual increase over the past five years. This trend reflects efforts of the Department of Corrections to use prison as a last resort for the most dangerous of offenders who present the most significant potential threat to public safety.

The average length of stay for male inmates was 45.8 months in 2008, almost 42 months in 2007, about 40 months in 2005 and 2006, and a little more than 35 months in 2004.

The longest length of stay of 83 months (nearly seven years) applied to those convicted a first

time of sexual offense. Violent offenders with their first conviction spend the next longest time in prison, an average of 71 months (almost six years). Sexual offenders who commit a new crime of any kind spend an average of 64 months (about 5½ years) in prison and first-time offenders with neither violent nor sexual criminal history are imprisoned for an average of 54 months.

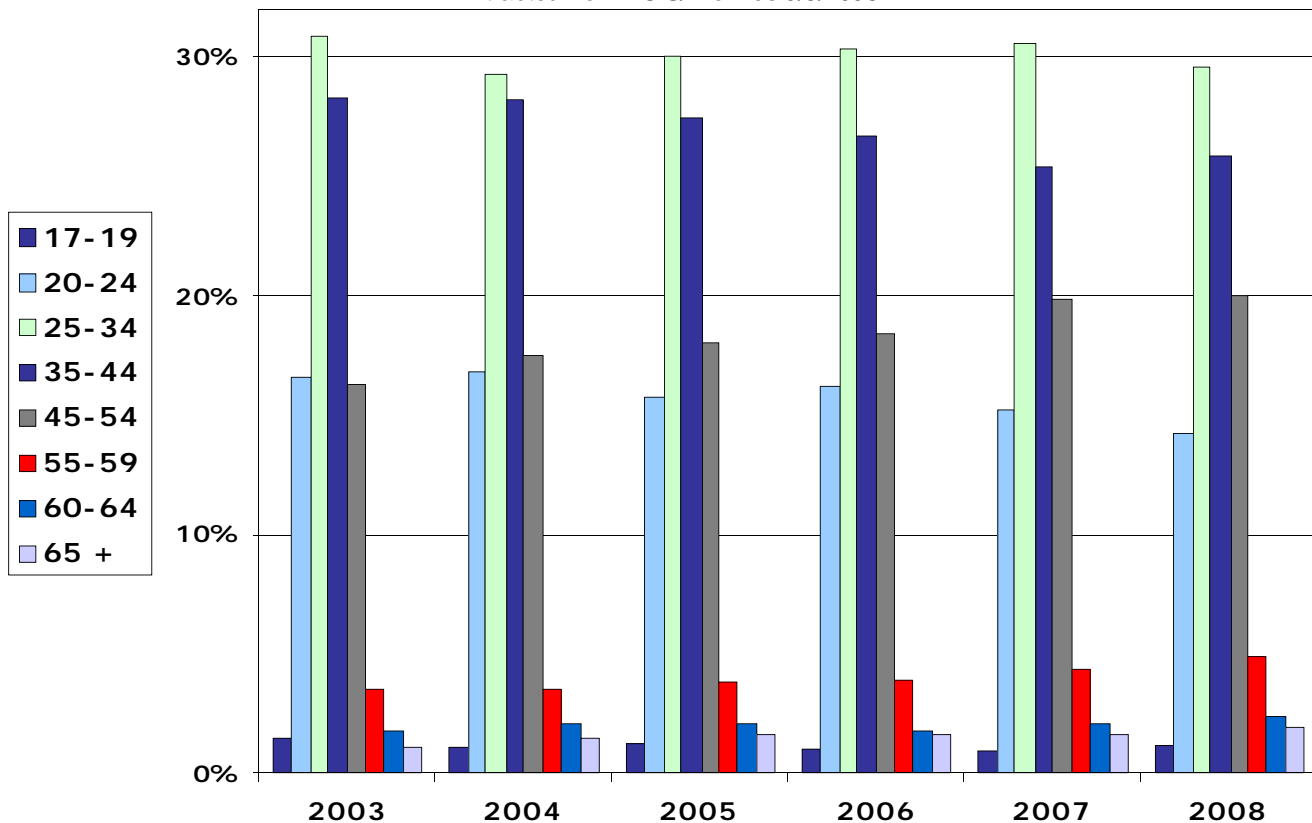
The shortest average stay (16 months) is for nonviolent and nonsexual offenders who have their community placement revoked due a violation of conditions imposed on them while living in the community.



# Male Prison Population by Age Group

## Fiscal Years 2003 to 2008

Extracted from ACIS/ProFiles 9/8/2008



Offenders represented in this chart spent at least one night in a prison bed during the fiscal year they are counted.

This chart illustrates the age breakdown among male inmates in Montana prisons. It shows marked growth in the proportion of inmates 45 years and older, and modest declines in the younger age groups. These changes have ramifications for health care costs because of the increased medical needs of older inmates.

Although younger ages still dominate the inmate population, the increase in the prevalence of older inmates is noteworthy.

In 2003, about 23 percent of all male inmates were at least 45 years old. By 2008, that number had

jumped to 29 percent. Conversely, the portion of the prison population ages 20-44 dropped from about 76 percent to 70 percent in that same six-year period. Those changes mean the more elderly population grew by 28 percent, while the younger age group shrunk by 8 percent.

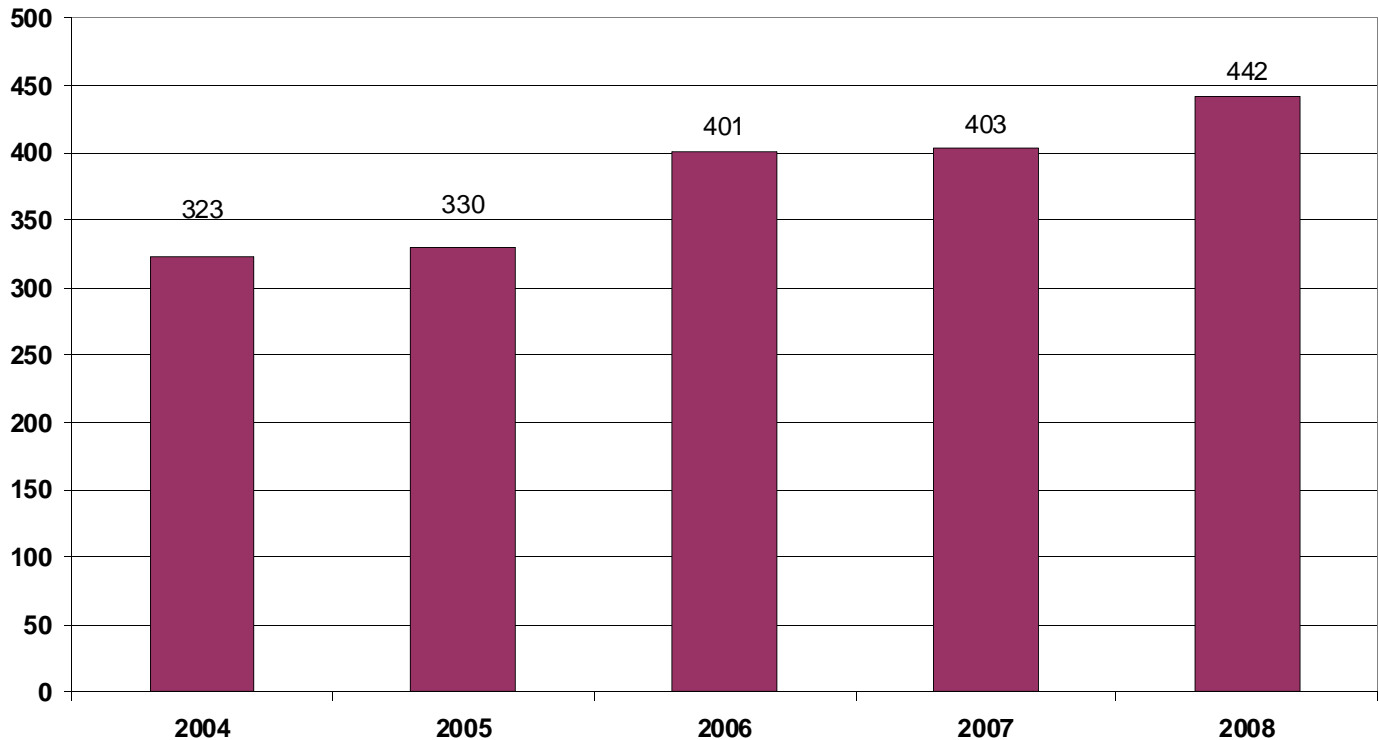
Among older inmates, the age group 50-59 expanded by 40 percent and those inmates ages 60-64 increased by nearly 28 percent. The oldest age group, those at least 65 years, grew by about 73 percent during the six years, although the number of inmates is relatively small.

# Montana Correctional Enterprises

*This section contains statistical information related to  
the operation and management of the  
prison enterprise programs.*

# MCE Inmate Employment

FY2004-FY2008



Montana Correctional Enterprises (MCE) operates programs that offer work and training opportunities for eligible offenders. The goal of these programs is to better prepare offenders for success when they return to communities. The programs teach work ethics and job skills. Participating in the programs is voluntary, but participating inmates must have clear conduct and be classified at a security level that fits the location of their jobs.

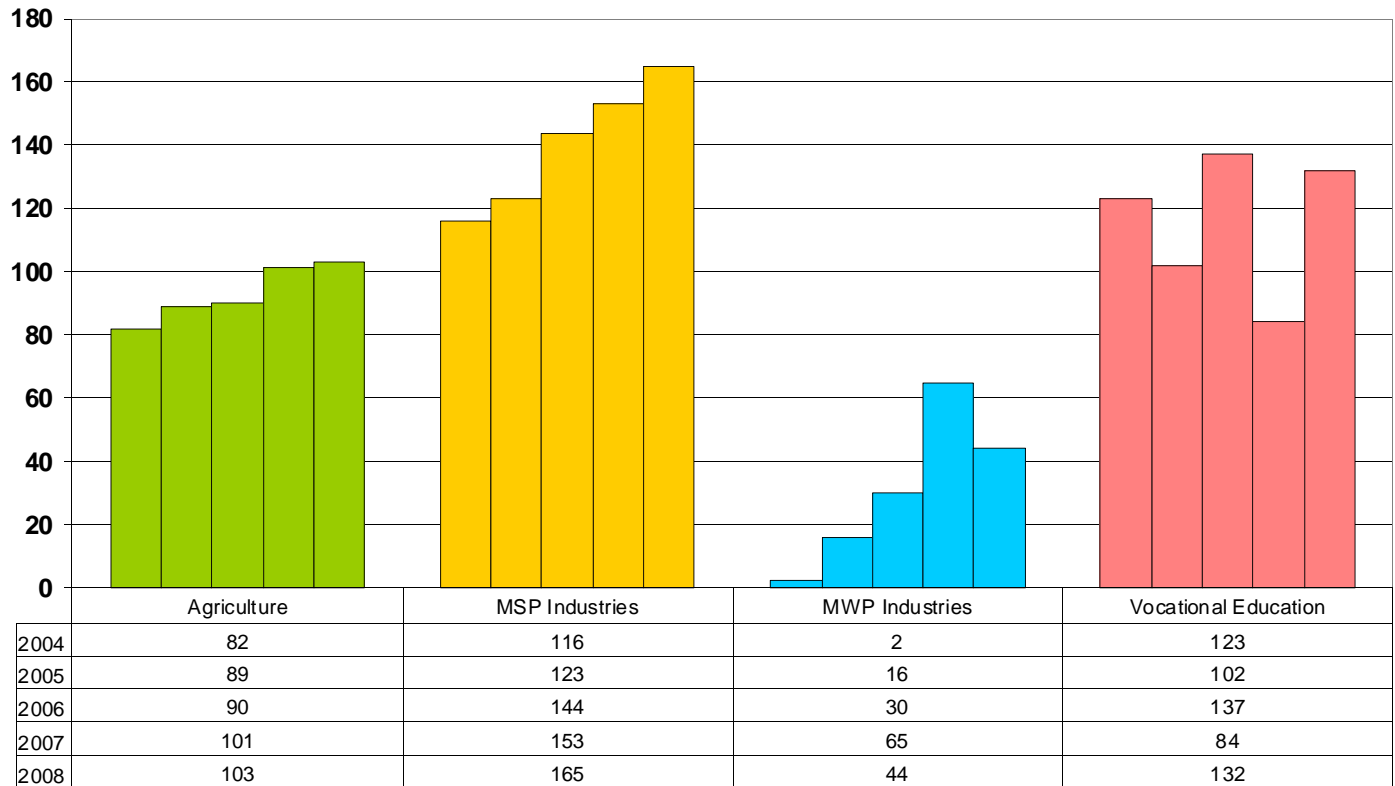
This graph shows the daily average number of inmates working in MCE programs at Montana prisons during each of the past five fiscal years. The

workforce has increased by 119 inmates (37 percent) since 2004.

Offenders receive three types of wages for working. Hourly workers earn an average of 65 cents an hour and those paid by the day make an average of \$5 daily. The average pay for offenders working in federally “certified programs” is \$6.55 per hour. Those on this payroll have deductions from their pay for restitution to crime victims, family support payments, federal and state withholding taxes, and room and board.

# MCE Inmate Employment by Program

## FY2004-FY2008



Montana Correctional Enterprises operates a wide variety of programs and provides inmate employment in four major categories: agriculture, Montana State Prison industries, Montana Women’s Prison industries and vocational education.

Agricultural employment has grown gradually during the past five years, averaging a 5.9 percent increase per year and 25.6 percent overall. These jobs include work on the ranch and dairy, crop production, lumber processing, maintenance and construction, and fire crew, all at Montana State Prison.

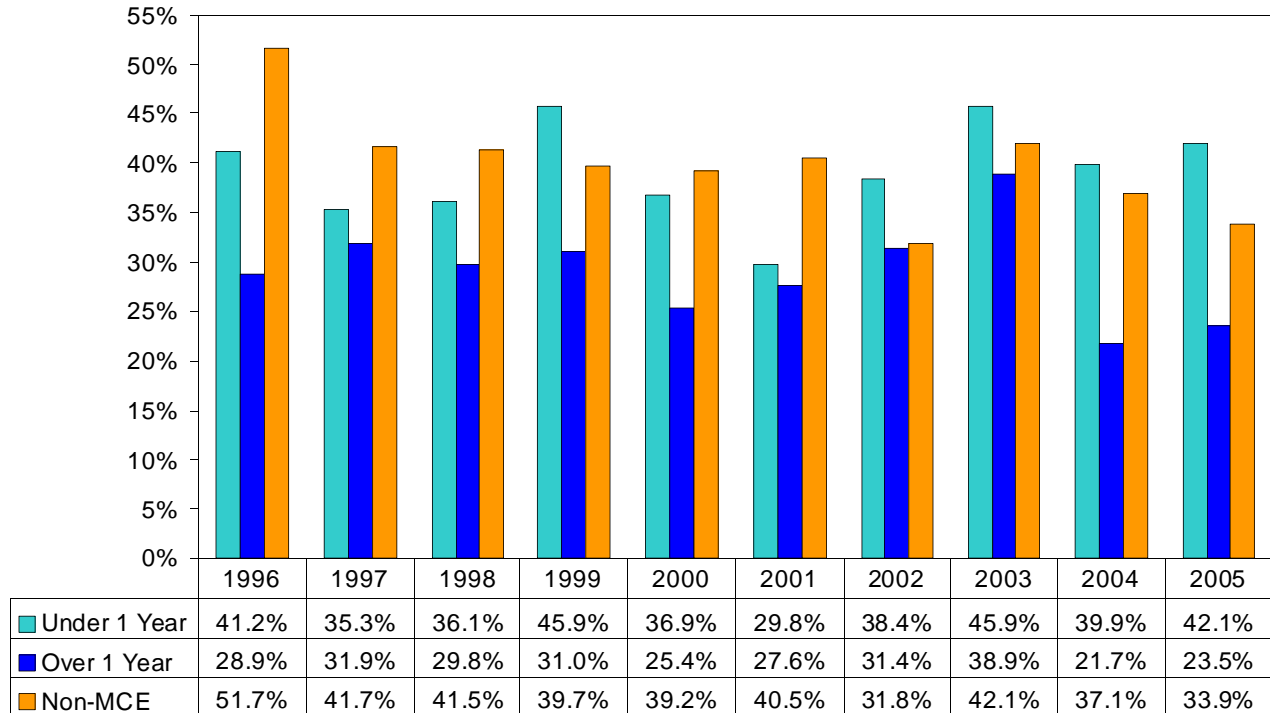
MSP industries programs saw an 8.4 percent annual growth in inmate employment and a 42 percent increase during the five years. The programs include the furniture and upholstery shops, print and sign shops, laundry, boot factory, food factory, canteen, license plate factory and “certified programs.” This group represents the largest inmate workforce. Certified pro-

grams refers to those certified by the U.S. Bureau of Justice Assistance because they are involved in interstate commerce and must meet certain guidelines.

Industries at Montana Women’s Prison, which include bow and lanyard production, embroidery and sewing programs, dog training and certified programs increased from just two workers in 2004 to 44 five years later. The drop in the number of working inmates in 2008 reflects a decline in the average daily population of the women’s prison, from 191 to 148 that year.

Vocational education programs at MSP, which include the cannery, motor vehicle maintenance, a Toyota Motors Co. training aids project, business skills and classroom education, increased 7.3 percent during the five-year period. The dip in 2007 was caused by a shortage of teachers and the recovery in 2008 was the result of adding a training class.

## MCE Recidivism Compared to Non-MCE Recidivism FY1996 - FY2005



ACIS/PRO-Files data extracted 10/6/2008

The primary goal of Montana Correctional Enterprises' programs is to provide inmates with the job skills, responsibility, work ethic and sense of self-esteem that will help them when they transition to living in communities again. These benefits can be used as offenders obtain employment and establish lives as law-abiding, productive citizens. MCE programs do not guarantee an inmate won't re-offend, but rather provide the tools to succeed if they are put to use.

One measure of the effectiveness of the programs is recidivism among participants, as measured by the rate at which they return to prison for any reason within three years of release. Involvement in MCE programs should be considered only one of many factors – not the only one – affecting recidivism rates.

This chart compares the recidivism rate between offenders who participated in MCE programs while imprisoned and those who did not. It includes offenders released from prison between 1996 and 2005. The data distinguishes between offenders based on how long

they were involved in MCE programs. The light blue bar reflects those who had MCE jobs for less than a year, the dark blue bar represents those who worked for a year or more, and the orange bar reflects those of offenders who did not participate in MCE programs.

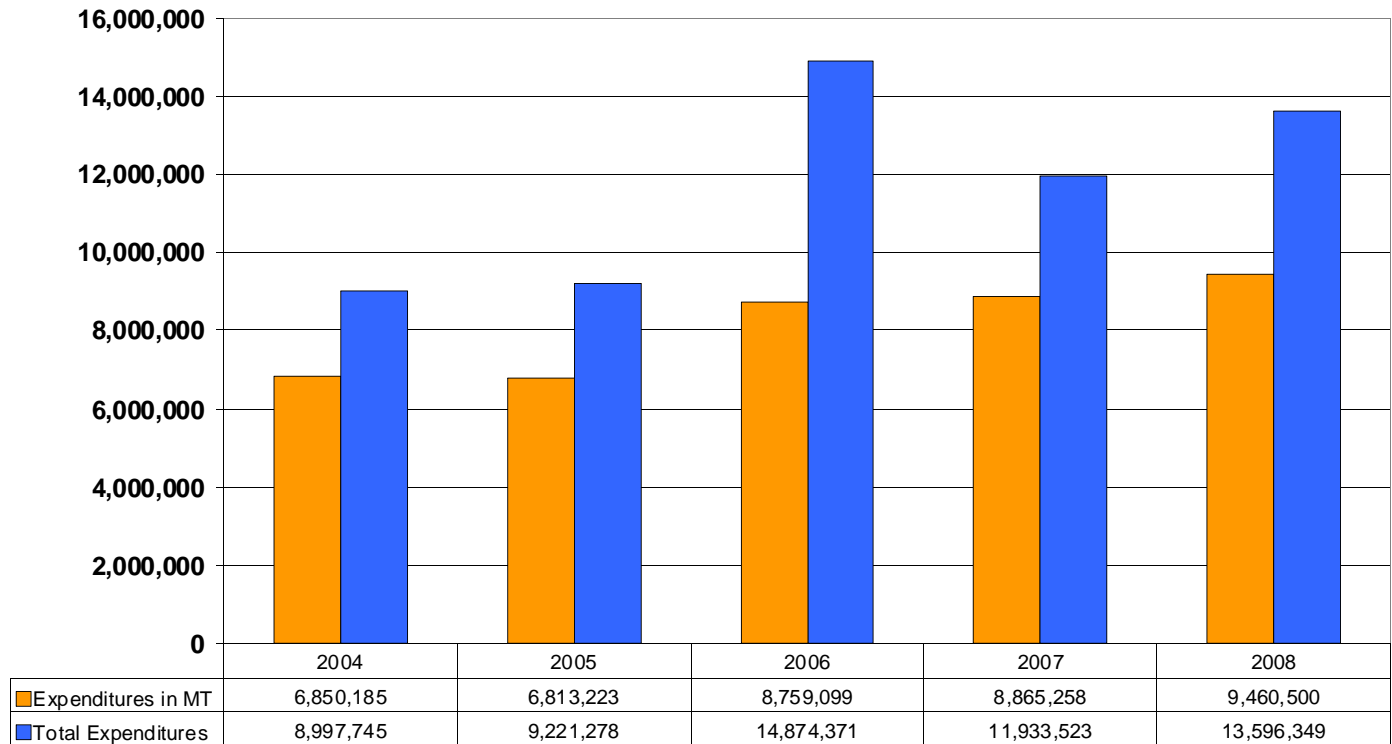
The chart shows that inmates spending more time in MCE programs are less likely to return to prison than those who spend little or no time participating.

The latest data for 2005 releases shows about one out of every four offenders who had worked in MCE programs for at least a year returned to prison within three years of leaving. The rate was one out every three offenders for those who never held MCE jobs. The recidivism rate for long-term MCE workers was lower than for non-MCE workers in each of the 10 years. The 10-year average recidivism rate for offenders with at least a year in MCE programs was 29 percent; the average rate for non-participating offenders was 40 percent.



# MCE Expenditures in Montana

FY2004-FY2008



Montana Correctional Enterprises has a significant economic impact in Montana, especially in the Deer Lodge Valley and surrounding area. The bulk of MCE's operations are located at Montana State Prison outside Deer Lodge. MCE's programs not only provide valuable work and training opportunities for inmates, but also contribute to the economy through spending in communities on wages and supplies.

During the past five fiscal years, from July 1, 2003 to June 30, 2008, MCE spent \$58.6 million. That's

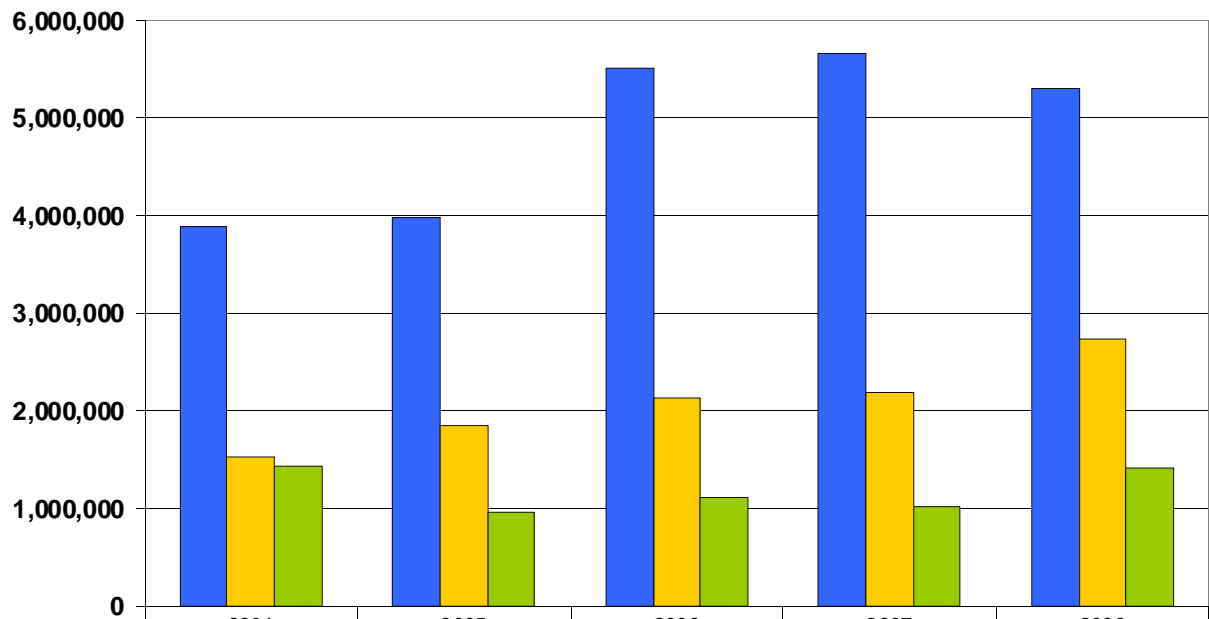
an average of \$11.7 million annually. About 70 percent of the five-year total (\$40.7 million) was spent in Montana.

Total spending increased 51 percent between 2004 and 2008. Expenditures reached \$14.8 million in 2006, dropped to \$11.9 million in 2007 and then increased to \$13.6 million in fiscal 2008.

MCE spending in Montana increased 38 percent during the five years, or \$2.6 million.

# MCE Expenditures by Location

FY2004-FY2008



Expenditures in Deer Lodge	2004	2005	2006	2007	2008
Expenditures within 100 miles	3,878,679	3,981,159	5,501,806	5,654,427	5,300,008
Expenditures - Rest of State	1,532,929	1,857,660	2,130,811	2,192,552	2,739,149
	1,438,577	974,404	1,126,481	1,018,279	1,421,343

Most of the in-state spending by Montana Correctional Enterprises occurs in the Deer Lodge area where the majority of MCE programs operate.

Over the past five fiscal years, almost 60 percent of MCE expenditures in Montana (\$24.3 million) was in Deer Lodge. Another 25 percent (\$10.4 million) was spent in the surrounding area up to 100 miles, and about 15 percent (\$5.9 million) was spent in other parts of Montana.

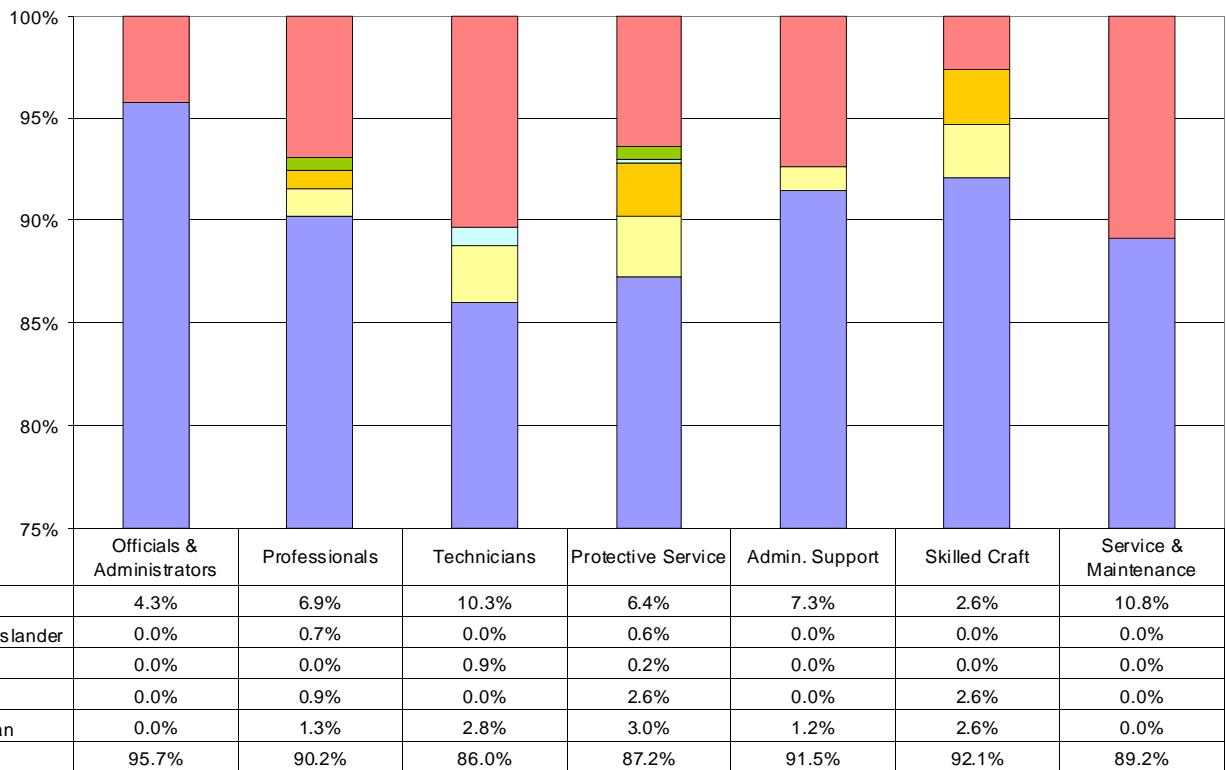
That pattern remains constant from year to year, although spending in the area surrounding Deer Lodge has been increasing gradually. During the five years, such expenditures increased almost 79 percent. Spending in Deer Lodge increased 36 percent in that time and spending in the rest of the state declined between 2004 and 2008.

# Human Resources

*This section contains statistical information related to  
Department of Corrections employees.*

# Employees by Ethnicity

March 17, 2008



The ethnic and racial makeup of Department of Corrections 1,262 employees reflects, to some degree, Montana's population as a whole. The workforce mirrors the overwhelmingly white state population, although it is impossible to know the exact composition because about 7 percent of employees do not provide racial information.

Caucasians make up 89 percent of the department workforce and 92 percent of the state's total population. American Indians are underrepresented in the department. They account for 2.1 percent of the agency's employees, but 7.3 percent of Montana's population. Hispanics are 1.4 percent of the workforce, or about half the rate for the state as a whole. Asians represent 0.5 percent of the workforce and blacks account for 0.2 percent.

The department employees include 1,123 Caucasians, 26 American Indians, 18 Hispanics, six Asians and two blacks. Eighty-seven employees did not identify their race.

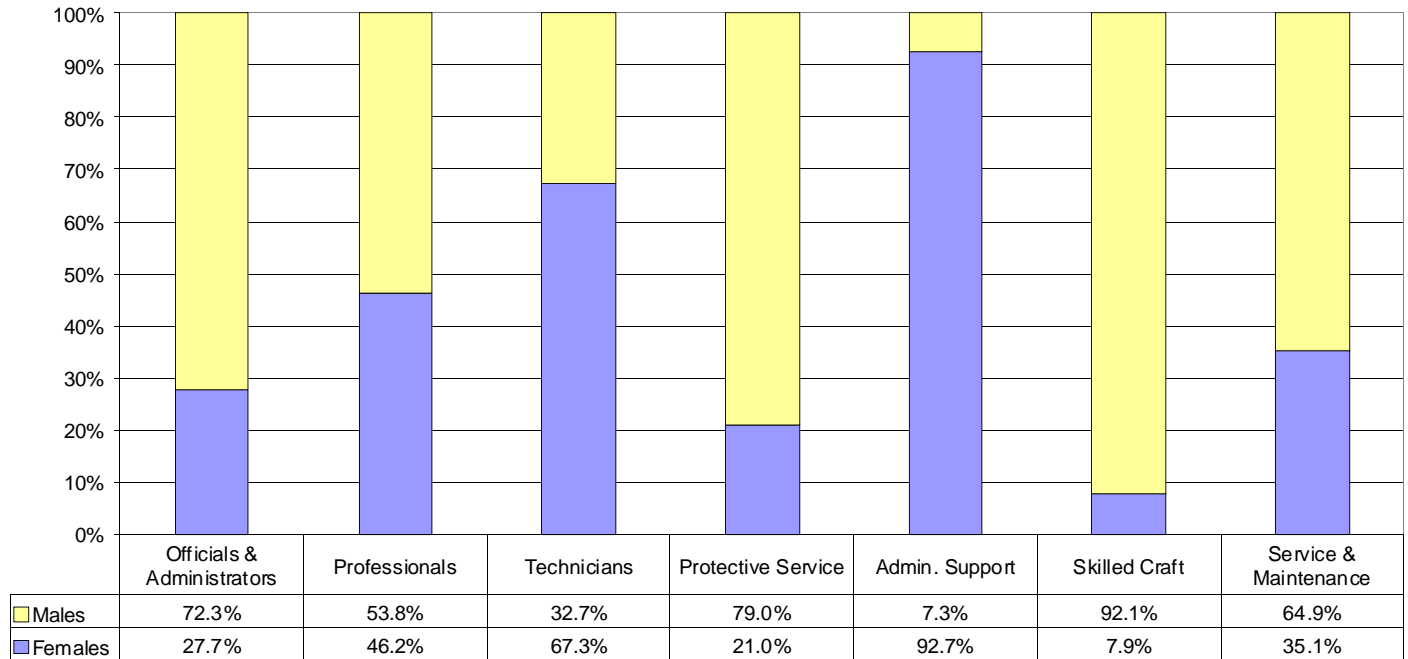
The number of native American employees increased by 53 percent since the end of 2005.

This chart shows the ethnic breakdown of department employees based on job categories defined by the Equal Employment Opportunity Commission:

- 47 officials and administrators (agency director, division administrators and other program functional managers)
- 450 professionals (probation and parole officers, lawyers, teachers, registered nurses, budget analysts and others)
- 107 technicians (accounting, purchasing, technicians; drill instructors and other technically oriented positions)
- 501 protective service employees (correctional officers)
- 82 administrative support personnel (accounting clerks, secretaries and similar support positions)
- 38 skilled craft workers (carpenters, plumbers, maintenance workers and similar positions)
- 37 service and maintenance employees (service truck drivers)

# Employees by Gender

March 17, 2008



Caucasians dominate all positions, with the highest percentage (95.7) found among officials and administrators and the smallest proportion (86 percent) among technicians. Native American workers are most common among the correctional officers (3 percent) and technicians (2.8 percent). Fifteen of the 26 American Indian employees working for the department and 13 of the 15 Hispanics on the payroll are correctional officers.

The data on this and preceding page are used by the department to compare the agency's workforce with U.S. Census Bureau information for the state workforce as a whole. From this analysis, an affirmative action plan is produced which guides agency recruitment efforts and hiring supervisors and managers. Workforce analysis results in department recruitment and selection efforts being targeted toward the goal of making the agency's workforce demographics resemble those of Montana. The department's recruitment efforts target those minority groups that have been identified through the analysis for additional recruitment activities and initiatives.

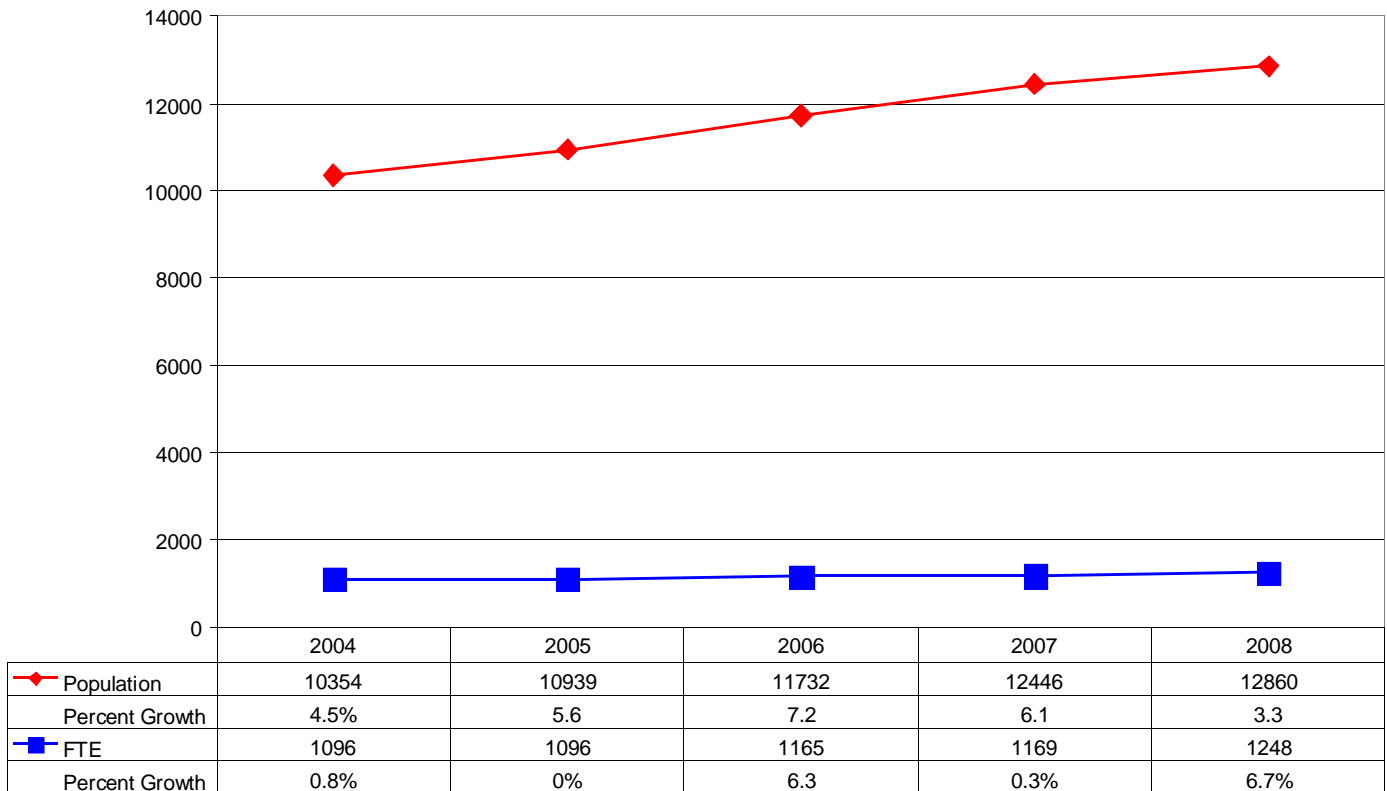
The chart on this page shows the gender breakdown for the department workforce. Overall, 61.2 percent of employees are male and 38.8 percent are female. That represents a slight change from two years before when the split was 63-37. Males are most dominant among skilled craft positions, where they account for more than nine out of every 10 staff. The reverse is true for administrative support positions.

The two genders are most closely balanced in professional positions, although men still outnumber women 242 to 208, or 53.8 percent to 46.2 percent. Among the 47 officials and administrators, men hold almost three times as many jobs as women, 34-13. The protective services jobs – correctional officers – continue to be dominated by men, while women hold twice as many technician jobs as do men.

The charts reflect the latest information available from a workforce analysis conducted by the State Personnel Division.



## Growth Rates in Average Daily Offender Population Compared to Growth Rates in Full-time Employees FY2004-FY2008



The adult offender population supervised by the Montana Department of Corrections has risen faster than the workforce in the agency during the past five years.

Since fiscal year 2004, the offender population increased by 24.2 percent, while the number of full-time employees increased 13.8 percent.

Offender numbers grew at an average annual rate of 4.8 percent and the department's full-time workforce increased by an average of 2.7 percent per year. Workforce growth during three of the past five years was less than 1 percent, and in 2005 the number of employ-

ees did not change at a time when the number of offenders grew by 584 (5.6 percent).

Greater use of community corrections programs operated by private nonprofit corporations under contract with the state is a major reason for the department's ability to manage offender growth without a corresponding increase in employees. Also, supervising more offenders in programs such as probation and parole where the ratio of officers to offenders is much higher than in secure-care facilities has helped offset the need for a greater increase in employees.

# Health, Planning & Information Services

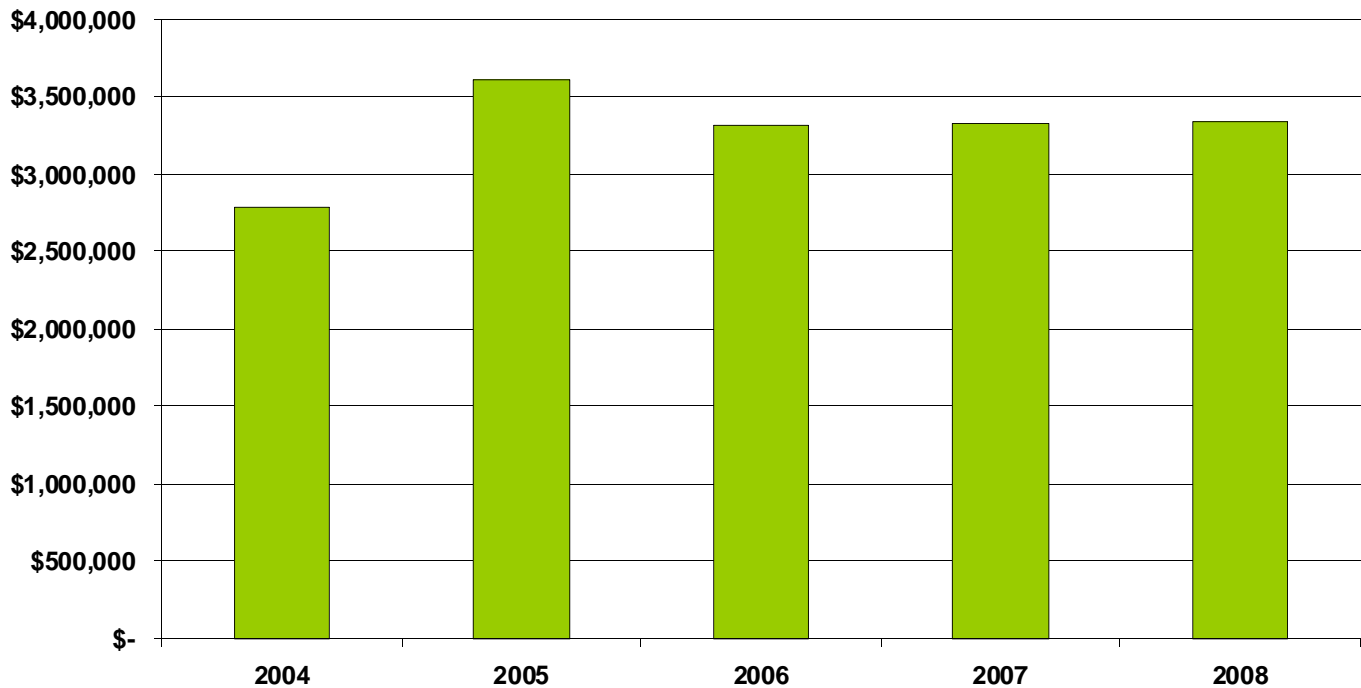
*This section contains statistical information related to  
offender health care and treatment issues.*

# Outside Medical Expenditures

CY2004-CY2008\*

\*Includes 9 months of 2008

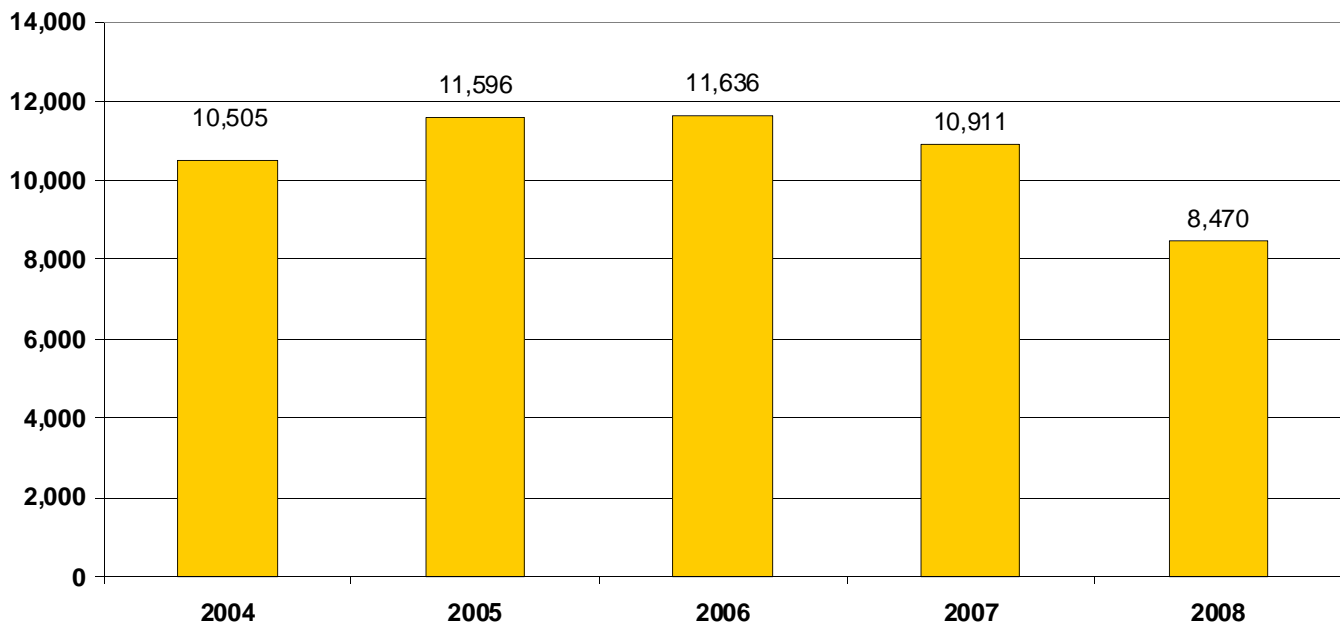
Excludes pharmacy costs and claims paid outside the third-party administrative contract



# Number of Claims Requiring Outside Medical Care

CY2004-CY2008\*

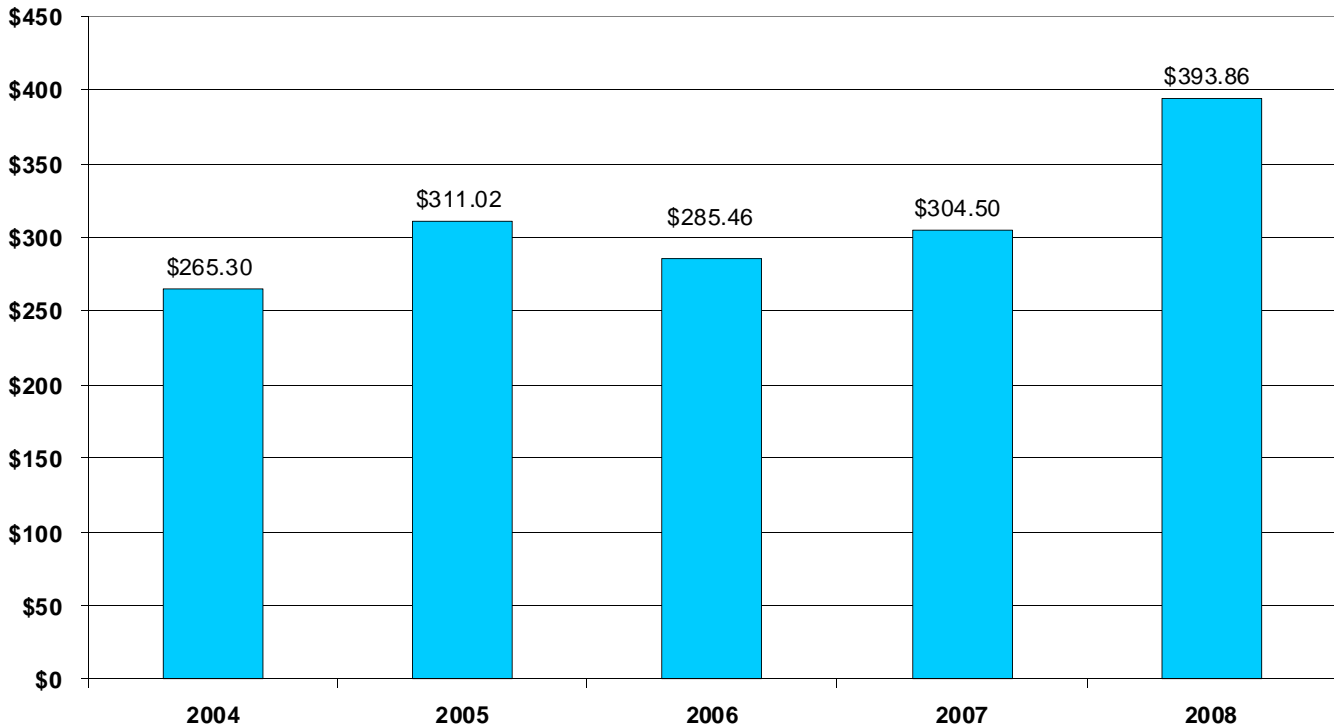
\*Includes 9 months of 2008



# Average Cost Per Claim

CY2004-CY2008\*

\*Includes 9 months of 2008



When offenders in Montana prisons, treatment programs and youth correctional facilities require medical care beyond what can be provided by the facility or program staff, they are provided “outside medical” care. Because the cases typically are more severe and complex, hospital stays tend to be lengthy and costly, demand specialized care and treatment, and sometimes require transport to out-of-state medical centers.

The charts on this and the previous page show trends in outside medical costs, which include dental and vision care. The figures do not include pharmacy costs and claims paid outside the third-party administrative contract.

The first chart shows total annual expenditures increased almost 20 percent from 2004 through the first nine months of 2008, even while the number of annual claims declined. This reflects the fact that the cases are becoming more expensive and extensive. During this nearly five-year period, the Department of Corrections spent \$16.3 million on 53,118 claims.

By the end of September 2008, with three months remaining in the year, outside medical costs already had exceeded the total cost of \$3.32 million for all of 2007.

The nearly \$1 million jump in total outside medical costs in 2005 was caused by an \$2,400 increase in the average daily cost of hospital stays triggered by cases requiring greater use of intensive care units.

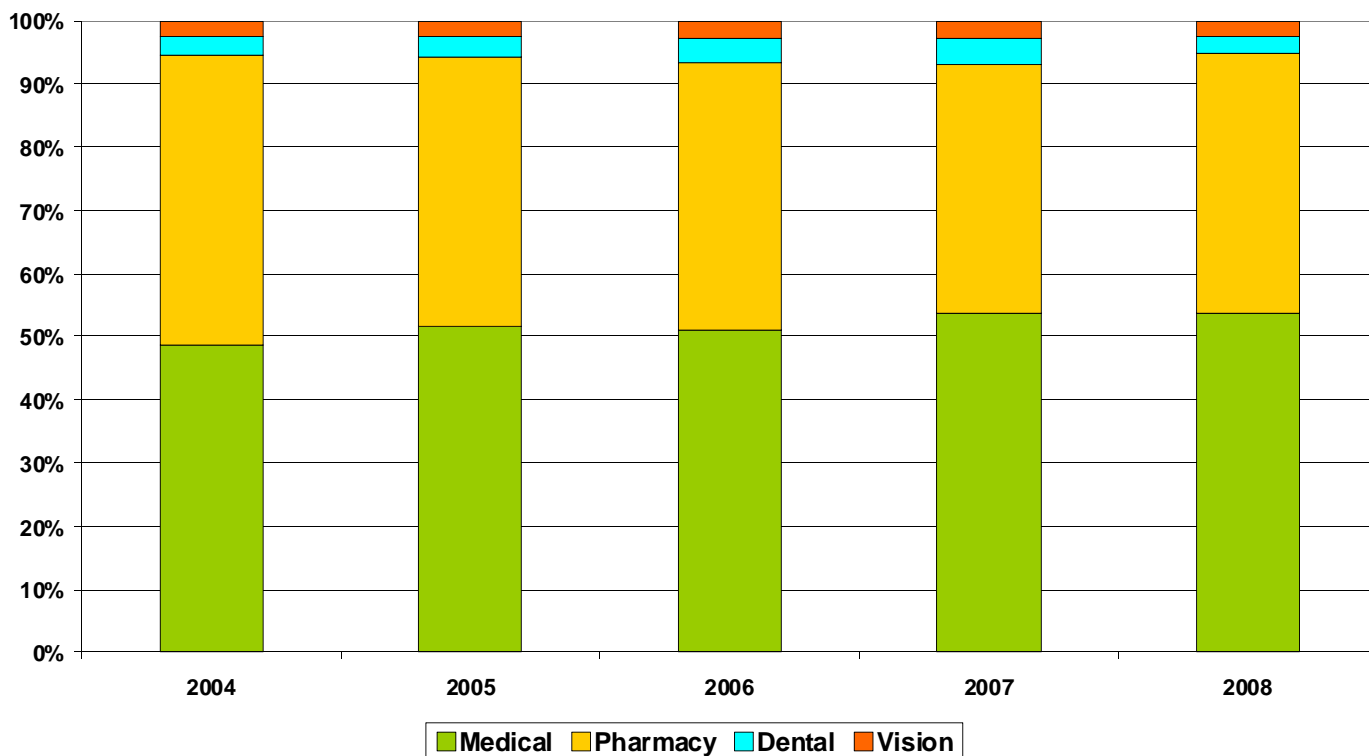
In 2004, the department had 3 claims costing \$50,000 or more. By 2007, there were nine such claims. During those four years, the department had 83 claims costing at least \$25,000.

While costs are rising, the second chart shows the number of offenders requiring outside medical care has dropped, from a high of more than 11,600 in 2006 to 8,470 during the first nine months of 2008. The result of these differing trends, as seen above, is an increase in per-case costs, from \$265.30 in 2004 to almost \$400 in 2008.

# Medical Costs by Type

CY2004-CY2008\*

\*Includes 9 months of 2008



The Department of Corrections provides outside medical, pharmacy, dental and vision care for offenders whose needs cannot be met with existing staff and resources in prisons, treatment programs and youth correctional facilities.

Medical care makes up almost 54 percent of all such costs and prescription drugs account for another 41 percent. Dental and vision care represent about 5 percent of total costs. From March 2004 through September 2008, the DOC spent \$14.7 million on medical care, \$11.9 million on prescription medicine, \$931,780 on dental care and \$754,961 on vision care for offenders.

Medical care, which addresses problems with body systems, increased in cost from \$2.5 mil-

lion in 2004 to \$3.04 million for the first nine months of 2008. Pharmacy costs remained about \$2.3 million per year over that time.

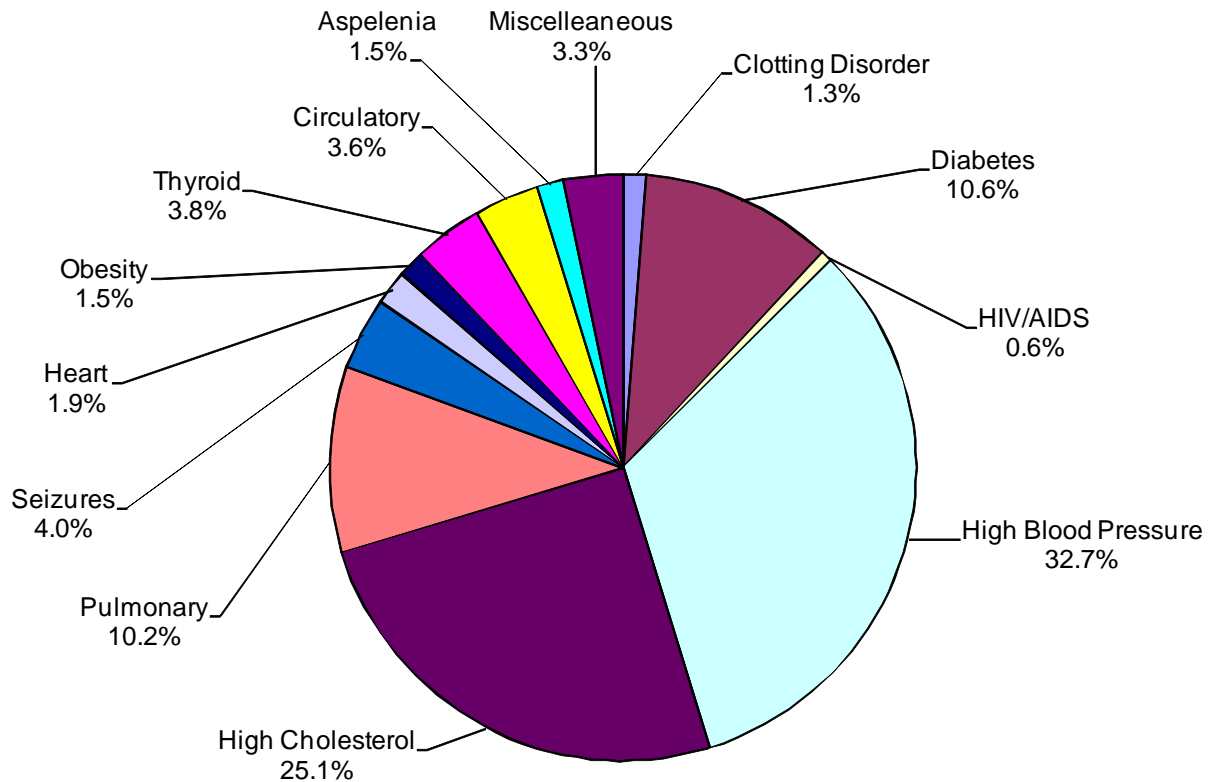
The cost of outside dental care declined from 2006 to 2007 by 30 percent due to the hiring of a department dental director, who works at Montana State Prison. This has not only allowed more cases to be handled in-house, but also has meant that offenders from other Montana prisons can be transported to MSP for dental work rather than be taken to a private dentist. Dental care costs for the nearly five-year period also dropped,

Outside vision care costs has increased moderately, from \$127,420 in 2004 to \$142,333 in the first three quarters of 2008, an almost 12 percent growth.



# MSP Inmate Chronic Care Cases

Sept. 30, 2008



Chronic care of inmates is a growing issue as the inmate population continues to age more rapidly than the general population and offenders enter the prison system with a history of numerous health problems. Most male inmates requiring care for chronic diseases are housed at Montana State Prison because it has the most extensive medical staff and facilities. Some are housed at Crossroads Correctional Center in Shelby.

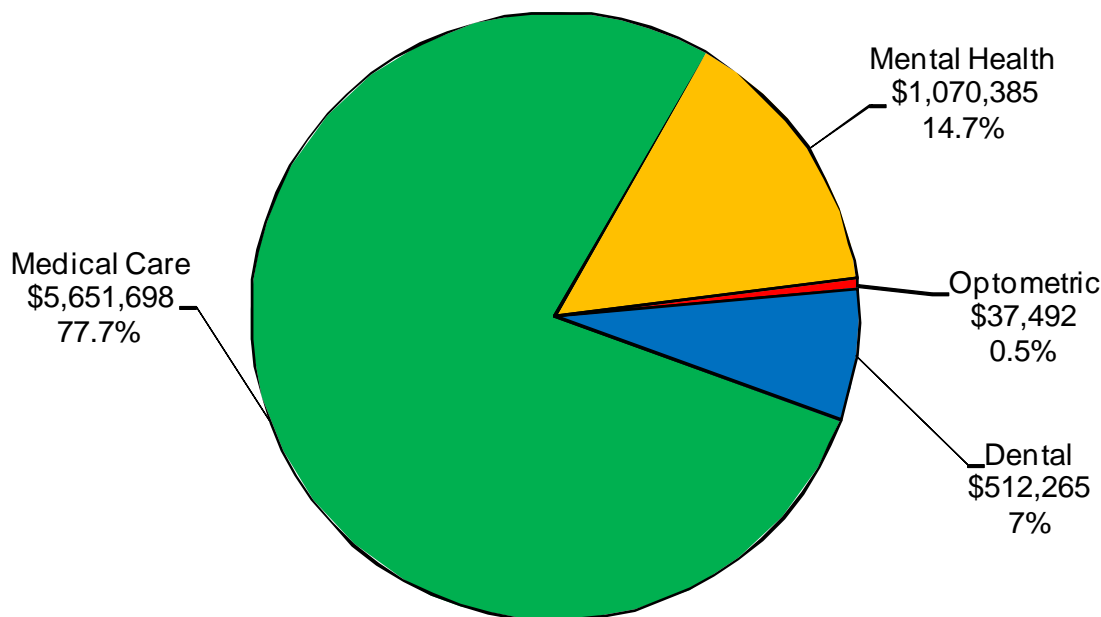
A chronic disease is an illness or condition that affects an individual's well-being for an extended time, usually at least six months. While generally is not curable, the disease can be managed to provide maximum functioning within limits the condition imposes.

In September 2008, Montana State Prison had 468 chronic-care inmates. That compares with 441 two years before. Because most of those inmates have two or more chronic diseases, the actual caseload is 951. Chronic disease is not confined to more elderly inmates; 62 percent of the inmates enrolled in the chronic care program are less than 50 years old.

High blood pressure is the most common chronic disease found among inmates, accounting for almost a third of all chronic care cases. High cholesterol ranks second with a fourth of the cases, diabetes represents nearly 11 percent and pulmonary disease (lung and breathing problems) are found in about 10 percent of the cases. Seizure disorders and thyroid problems each account for 4 percent of cases. Heart disease and circulatory diseases make up 5.5 percent. Asplenia, which refers to absence of normal spleen function and is associated with serious infection risks, and clotting disorders together represent almost 3 percent of the cases. Miscellaneous conditions – such as arthritis, Parkinson's, stroke and anemia – make up about 3 percent of the caseload.

Treatment for these health problems is expensive and adds to the cost of incarceration. The chronic disease program at MSP incorporates a treatment plan and regular clinic visits for afflicted inmates. The clinician monitors a patient's progress during clinic visits and changes treatment when necessary. The program also includes patient education for symptoms management.

# Health Service Contracts with Private Providers FY2008



Providing quality health care for offenders is one of the fastest-growing expenses in the Department of Corrections budget. For correctional programs and facilities that either do not have medical staff and resources or need to supplement in-house services, the department contracts with private providers to ensure appropriate level of care is available within correctional institutions. The state has a legal and moral obligation to provide adequate care for offenders in secure-custody facilities, and offenders in state custody have an 8th Amendment right to be free from cruel and unusual punishment.

From fiscal year 2006 to fiscal year 2008, the cost of contracts with providers of medical, mental health, dental and vision services increased 22 percent, from \$5.9 million to nearly \$7.3 million.

Almost 78 percent (\$5.6 million) of spending in 2008 was for medical services, two years earlier, such ser-

vices accounted for 68 percent of all health care contract costs. About 15 percent (\$1 million) of contract costs went for mental health services, compared with 22 percent in 2006.

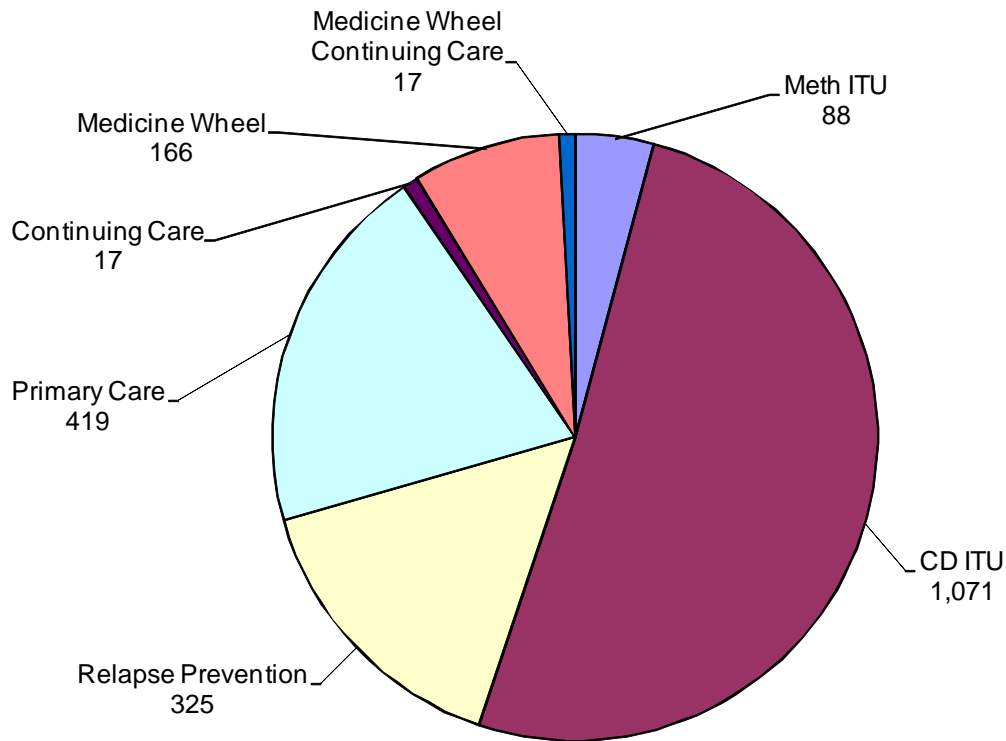
Another 7 percent (\$512,265) was spent on contracts for dental services, and less than 1 percent (\$37,492) was spent on eye care.

Mental health, dental and optometric contract spending was lower in 2008 than 2006 most likely due to increased used of privately run facilities (such as pre-release centers and treatment programs) where health care is included in the daily rate paid to operators of those facilities.

The \$7.3 million spent on health care contracts in 2008 does not include the \$4.6 million spent to obtain medical care outside of correctional institutions that year.

# MSP Chemical Dependency Treatment Completions

## FY2004-FY2008



In the past five fiscal years, 2,103 inmates completed chemical dependency treatment programs at Montana State Prison. Of those, about 51 percent (1,071) went through the intensive treatment unit, which provides help with primary and relapse prevention. Participants attend scheduled group sessions, individual counseling, self-help groups, and complete “homework” assignments daily. The program’s goal is to help each offender identify his addiction problem and begin the process of recovery.

About 20 percent (419) finished the primary care program, which is designed for those with little or no prior treatment or those with a high level of denial about their chemical dependency problem.

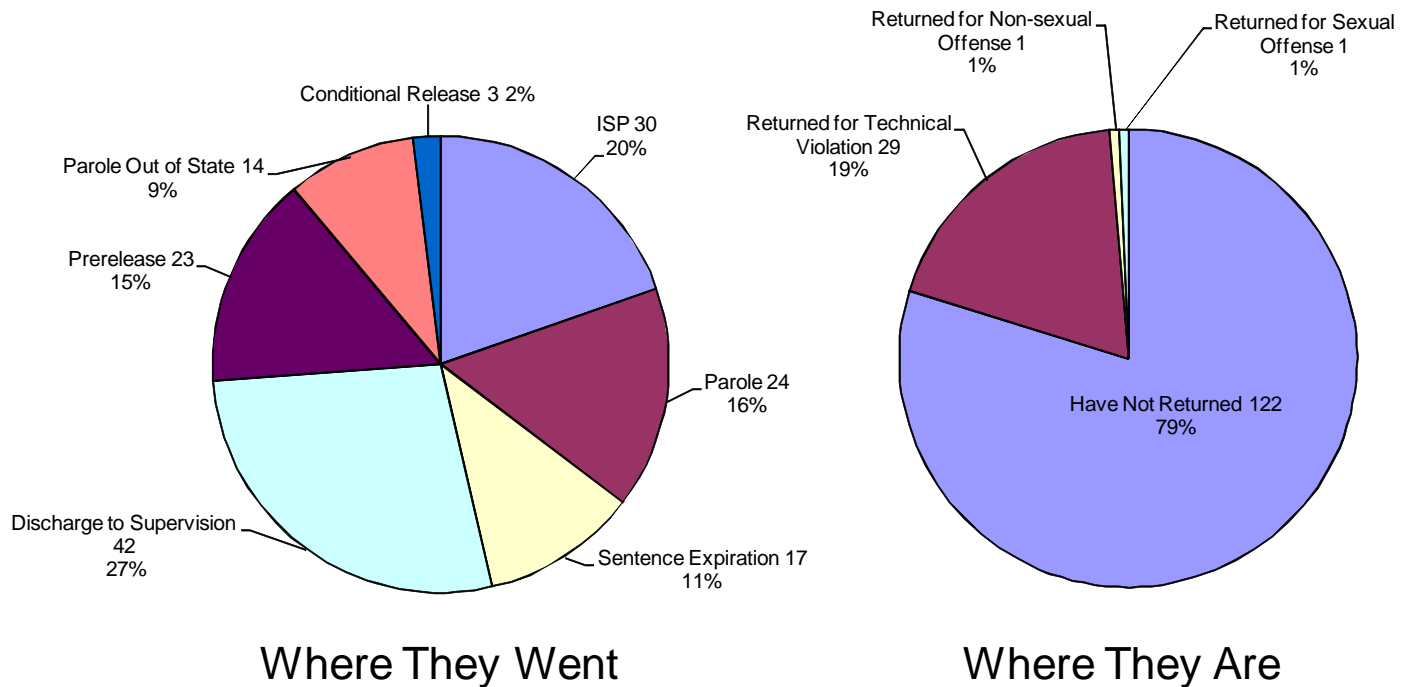
Another 15 percent (325) completed a relapse prevention program, which serves those who have been in a treatment or recovery program in the past. Offenders

in this program are helped to identify things that trigger a relapse, develop a plan to deal with those situations, and understand the relationship between relapse and crime.

About 8 percent (166) of those completing treatment were in the Medicine Wheel program, which incorporates American Indian spiritual and cultural beliefs into chemical dependency treatment principles and concepts. It is open to all offenders. About 4 percent (88) came through the intensive treatment program for methamphetamine addiction, which started in fiscal year 2007.

About 1.6 percent (34) finished the continuing care programs that serve those remaining in prison after completing the Medicine Wheel or other treatment programs.

# Sex Offender Treatment Program Phase II Completions FY2004-FY2008



Most inmates completing the second of two phases of sex offender treatment before leaving prison move on to some level of continued supervision and eight out of every 10 don't return to prison for any reason.

The two charts show where sex offenders go upon leaving prison and where they end up. While the success rate for these types of offenders is high, public opposition continues to limit the ability to place them in many communities.

During the past five years, 153 sex offenders who had completed phase II treatment at Montana State Prison were released. Nearly three out of every four of those offenders (113) went to some level of supervision in the community, such as parole, conditional release or intensive supervision. Another 15 percent (23) went to prerelease centers and 11 percent (17) completed their sentence upon leaving prison.

The vast majority – 80 percent – of those who completed the treatment have not returned to the prison. Nineteen percent have returned for a technical violation of the conditions of their release and just one offender returned for committing a new sexual offense. Another offender during this five-year period returned for committing a non-sexual crime.

The phase II treatment program is for those offenders who have completed the 16-week phase I program and have admitted guilt for their sexual offense. The program usually takes about two years to complete. The program has five levels, and offenders must pass a proficiency test in order to move to the next level. Subjects include accountability, defense mechanisms, deviant thought and arousal, empathy, thinking errors, relapse prevention, anger control and alternative thinking.

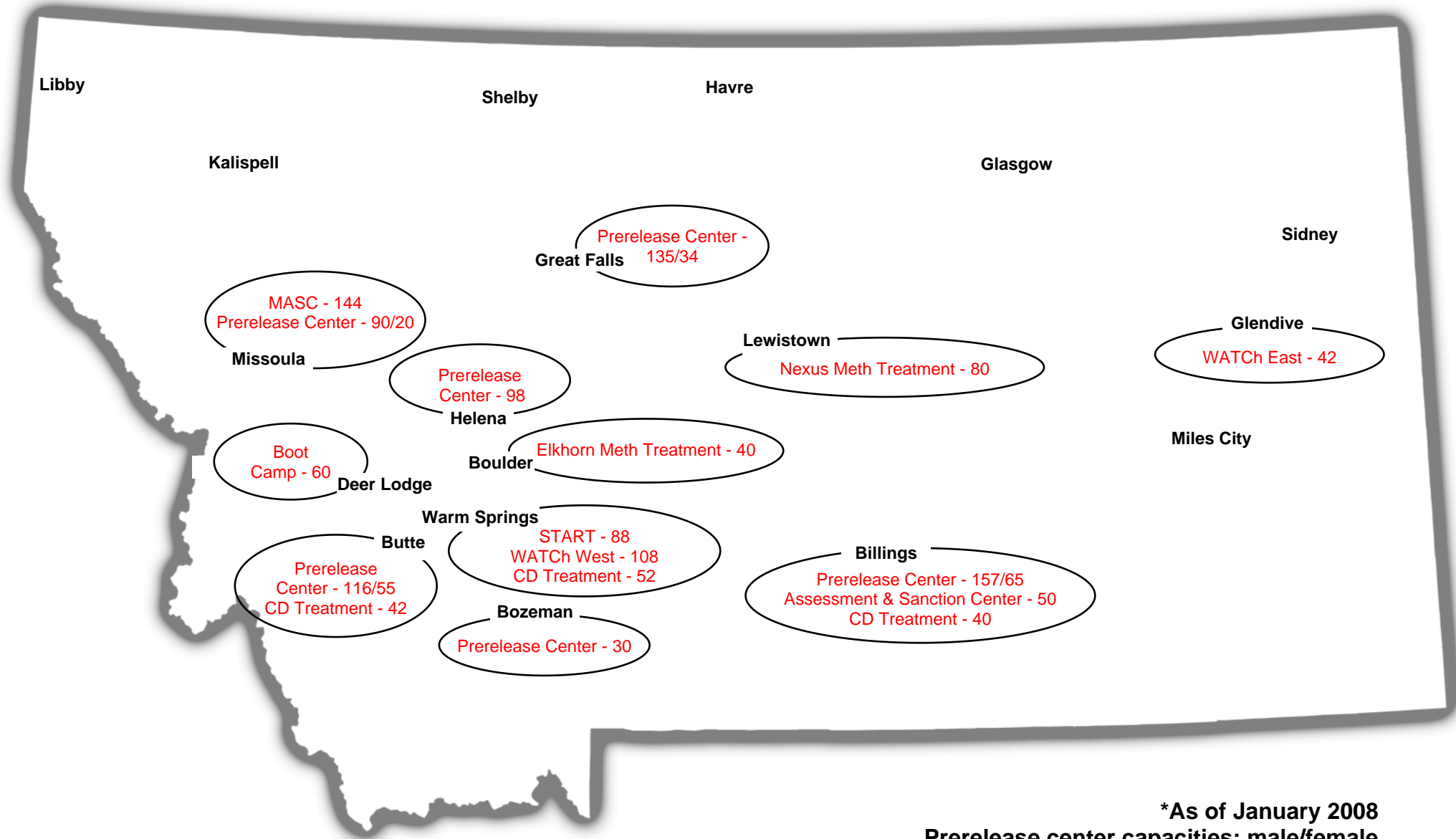
# Adult Community Corrections

*This section contains statistical information concerning  
community corrections programs  
and offenders in those programs.*



# Locations & Capacities of Community Corrections Programs\*

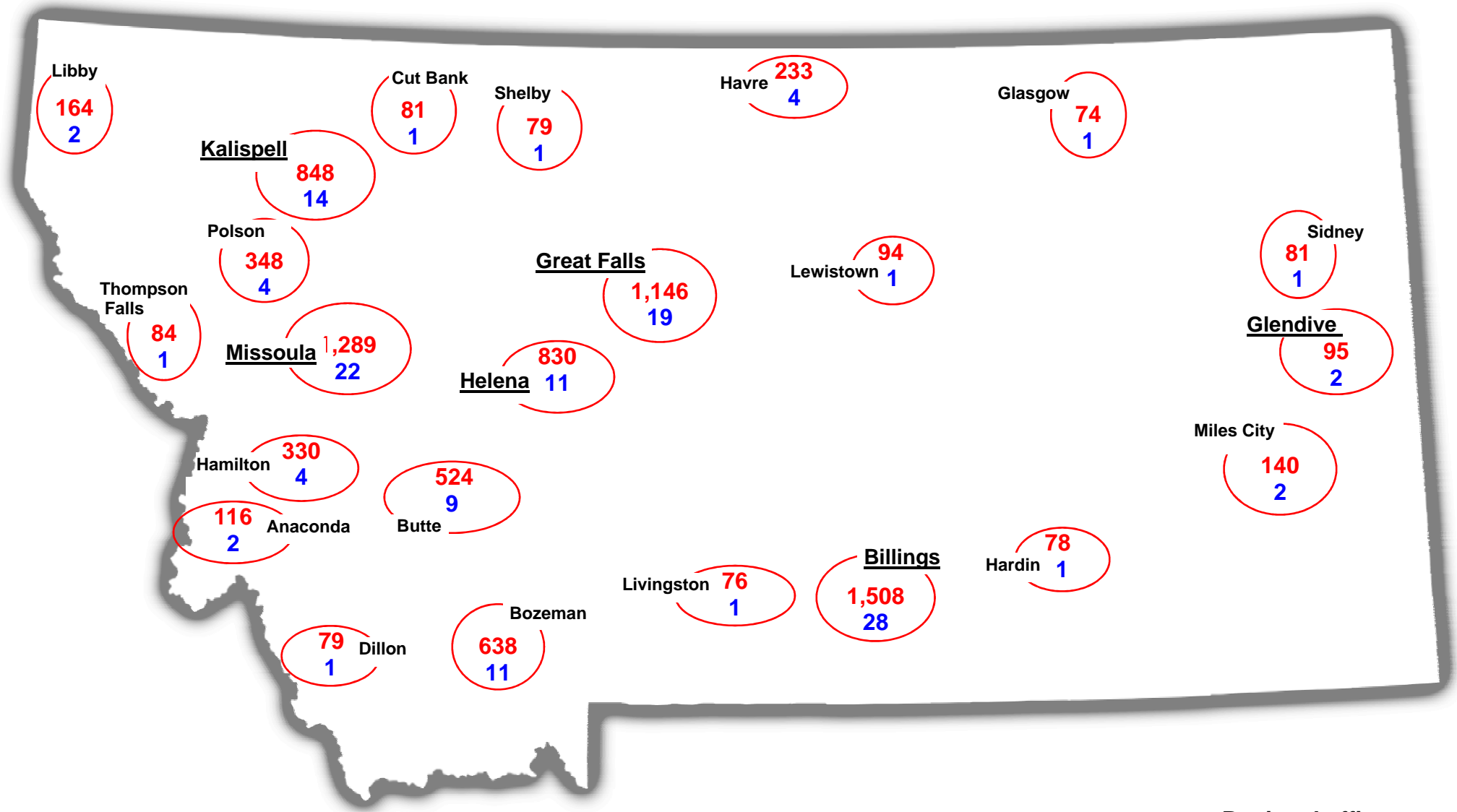
(Does not include transitional living, day reporting, intensive or enhanced supervision - 519)



\*As of January 2008  
Prerelease center capacities: male/female

# Probation & Parole Offices, Caseloads and Officers

(Numbers are as of April 2008 - Does not include 16 institutional probation and parole officers)

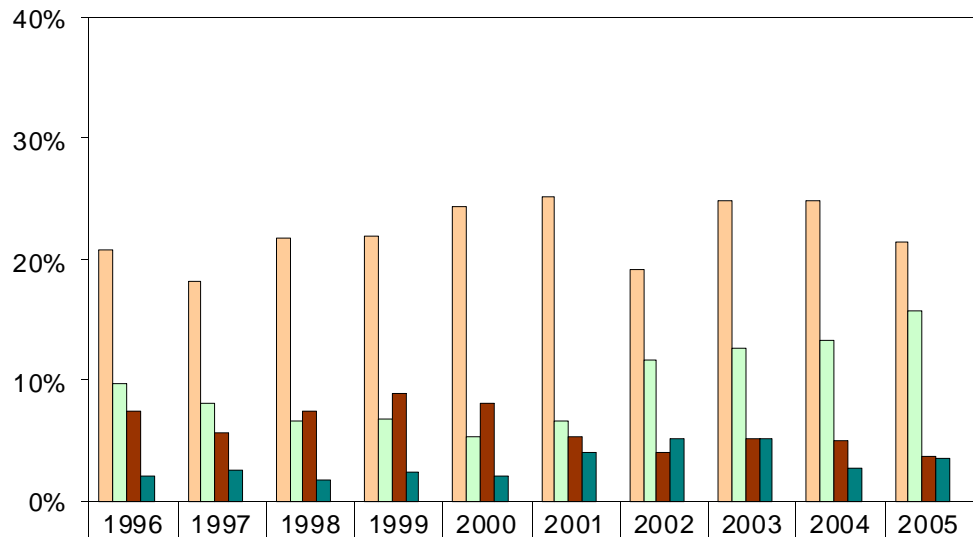


Regional offices

Number of offenders

Number of probation/parole officers

# Male 3-Year Return Rate FY1996 - FY2005



Violation to Prison	1996	1997	1998	1999	2000	2001	2002	2003	2004	2005
Violation to Alternate Placement	9.6%	8.1%	6.6%	6.8%	5.3%	6.7%	11.6%	12.6%	13.2%	15.6%
New Crime to Prison	7.3%	5.6%	7.4%	9.0%	8.2%	5.3%	4.0%	5.2%	4.9%	3.8%
New Crime to Alternate Placement	2.1%	2.5%	1.8%	2.4%	2.1%	4.0%	5.2%	5.2%	2.7%	3.5%
Total Return Rate	39.7%	34.4%	37.5%	39.1%	40.0%	41.1%	39.9%	47.7%	45.7%	44.3%

ACIS/PRO-Files data extracted 10/1/2008

The rate at which offenders come to correctional facilities for any reason is one of the most comprehensive measures of how a correctional system is working in efforts to rehabilitate criminals. The return rate is different than the recidivism rate. While returns refer to offenders entering or coming back to any correctional institution, the recidivism rate tracks only those offenders who return to prison.

In adopting these distinctive definitions in 2008, the Department of Corrections became one of a growing number of states joining an effort by the Association of State Correctional Administrators to achieve a single nationwide definition of recidivism.

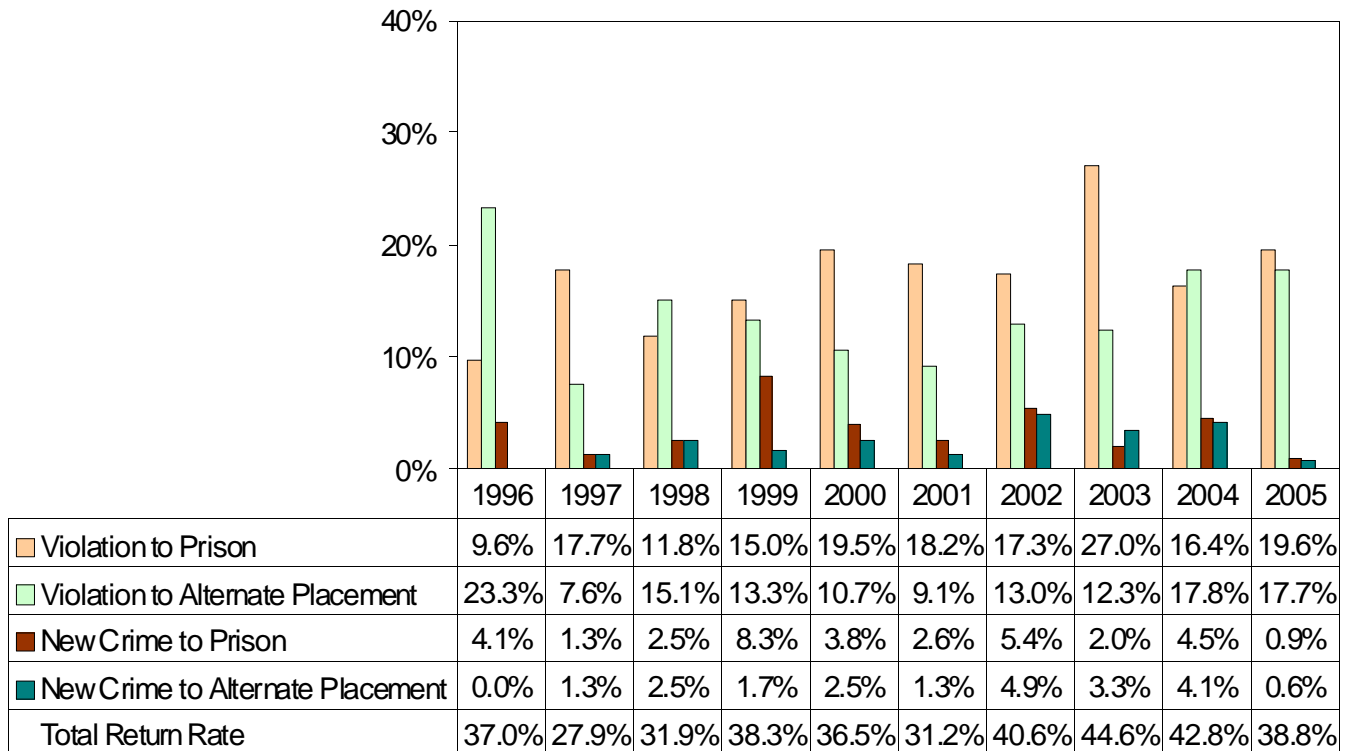
In the past, the department reported “recidivism” as the return to any correctional facility. Now that is the defined as the return rate. Recidivism is a narrower measure, tracking the movement of offenders who

were once in prison and then did something to warrant a return to prison – arguably the most problematic of offenders. The department considers both rates to be important measures and continues to track and report both.

Return and recidivism rates are measured over a three-year period following release because that time is considered adequate to determine offenders’ willingness to obey laws and comply with conditions of their community placement. The latest data on return rates, therefore, deals with offenders who were released in fiscal year 2005 and returned in any of the following three years through fiscal 2008.

As shown in the chart above, the return rates for male offenders continued a two-year decline, reaching 44.3 percent for those released in 2005. The rate was 47.7 percent for those released two years earlier. More than

# Female 3-Year Return Rate FY1996-FY2005



ACIS/PRO-Files data extracted 10/1/2008

eight out of every 10 male offenders returning to correctional facilities within three years (83 percent) did so for a violation of conditions imposed on their community placement. Almost half of all returnees went to prison for such violations and 35 percent went to an alternative placement, such as a prerelease center or treatment program.

Of all those offenders returning since 2005, nearly 57 percent went to prison.

Prison is the destination for a smaller portion of the returning population. About 63 percent of those coming back to correctional facilities between 2004 and 2007 went to prison. The latest number is 57 percent.

The return rate for female offenders (above) is lower than for male offenders and reflects a two-year de-

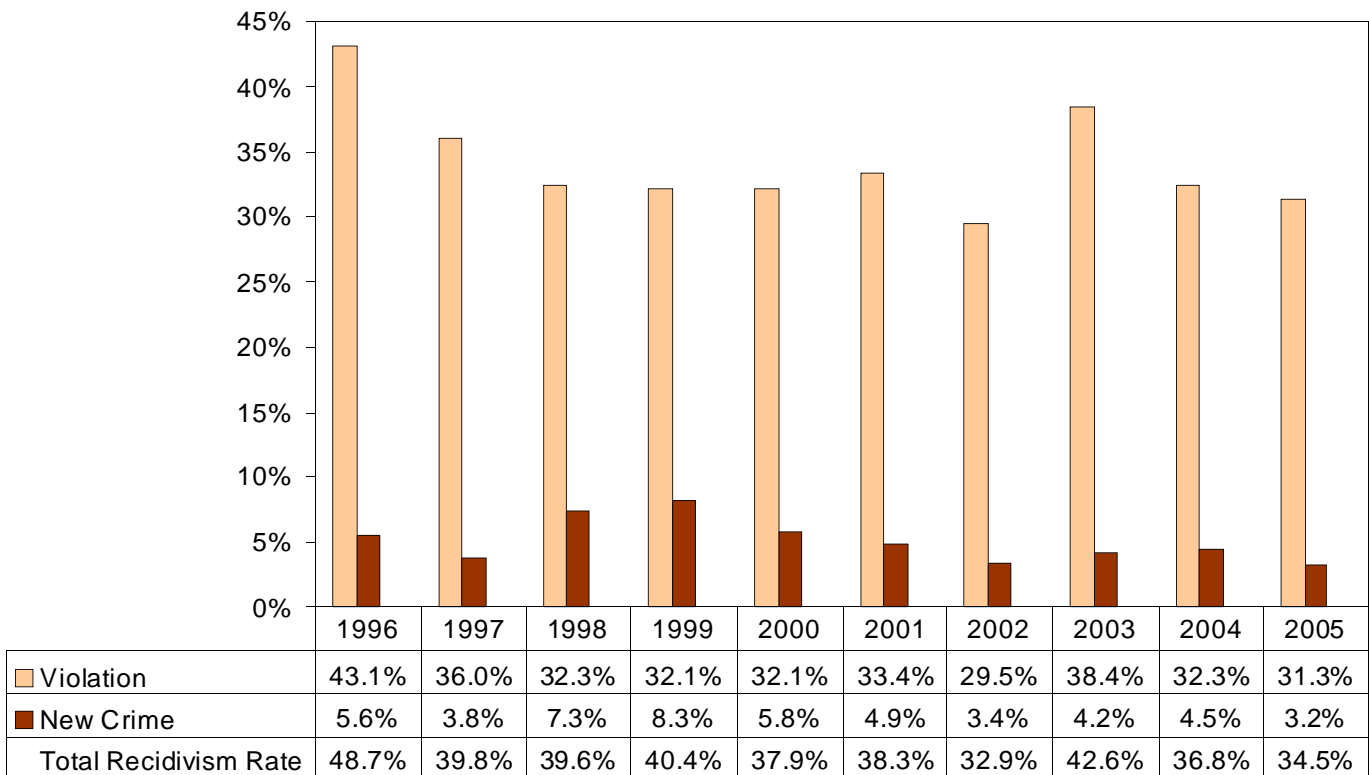
crease similar to the trend for male offenders. The rate was 38.8 percent for those women released in fiscal 2005, compared with a 44.6 percent rate just two years earlier. Almost all women returning to a correctional facility (96 percent) do so because of a technical violation of their community placement.

As with male offenders, these women usually have had multiple violations before their placement is revoked. Half of the returning women go to prison for a technical violation and about 45 percent go to an alternative program for such a violation. Slightly less than 4 percent of the women who return do so for a new crime.

The proportion of returning women going to prison has dropped significantly in the past two years. About 65 percent of women returning between 2004 and 2007 went to prison. The latest figure is about 53 percent.

# Male 3-Year Prison Recidivism Rate

## FY1996 - FY2005



ACIS/PRO-Files data extracted 10/6/2008

The recidivism rate measures the pace at which offenders who were once in prison return to prison within three years of release for any reason. Because of that three-year time period, the latest data looks at the recidivism rate for offenders released in fiscal 2005.

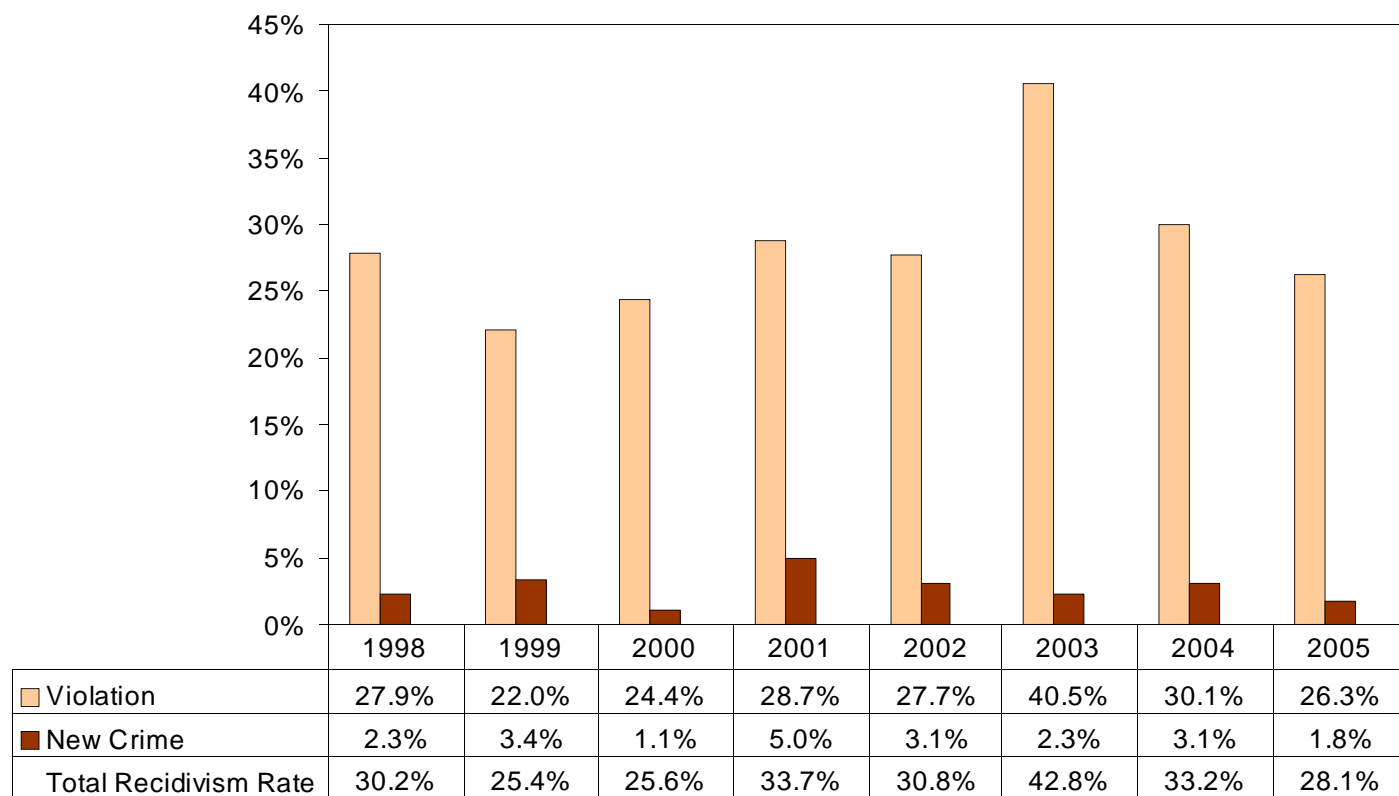
The chart on this page shows that about one out of every three male offenders returns to prison within three years. Montana's male recidivism rate is falling, from 42.6 percent for offenders released in 2003 to 34.5 percent for those released in 2005. That is a 19 percent decline over two years.

The rate is decreasing both for male offenders returning due to a new crime and for those returning because of technical violations of the conditions imposed on their community placement. The recidivism rate for those committing a new crime is 3.2 percent, compared with 5.6 percent a decade before. The recidivism rate for those with technical violations is 29 percent lower than it was for offenders released in 1996. Offenders returned for such violations usually have logged multiple incidents before they are revoked.



# Female 3-Year Prison Recidivism Rate

## FY1998 - FY2005



ACIS/PRO-Files data extracted 10/7/2008

Consistent female prison movement history was not recorded until 1998

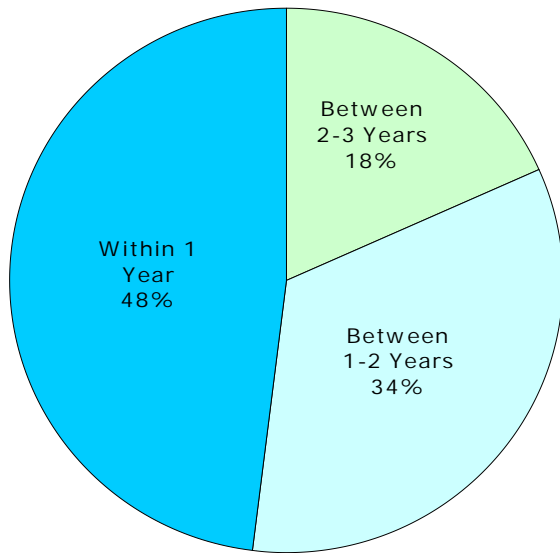
Montana's female recidivism rate, like that for males, has improved. It dropped from 42.8 percent of those released in 2003 to 28.1 percent of those released in 2005. That amounts to a 34 percent decline over two years. As with male offenders, the recidivism rate is down for females returning for any reason.

The rate for those committing new crimes has dropped to 1.8 percent from a high of 5 percent as recently as 2001. The rate for women returned for technical violations dropped the most, from 40.5 percent for offenders re-

leased in 2003 to 26.3 percent for those released in 2005.

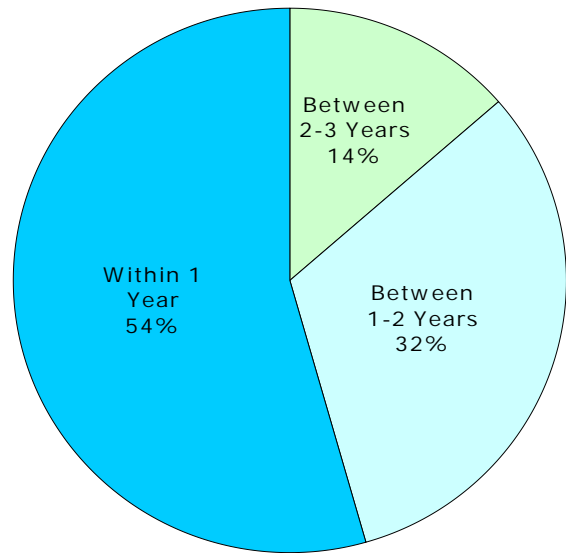
Comparing Montana's recidivism rate with other states and the nation is difficult because states have a variety of definitions. A U.S. Bureau of Justice Statistics report in 2002 is the latest national data available. It sampled 15 states that accounted for two-thirds of all inmates released in 1994 and found that 51.8 percent had returned to prison for any reason within three years. That finding – although based on dated data – most closely mirrors Montana's definition of recidivism.

## Male Offender Return Rates: When Do They Return?



**FY1994- FY2003**

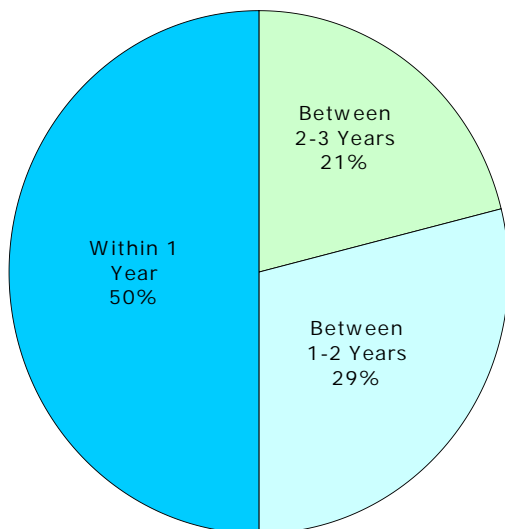
(Source: ACIS/PRO-Files – Updated: 10/18/06)



**FY2004- FY2005**

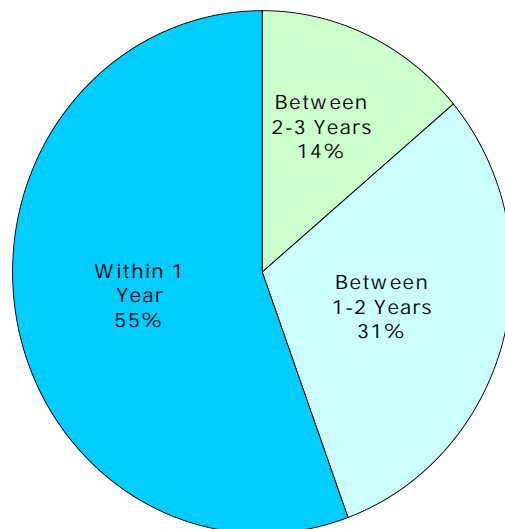
(Source: ACIS/PRO-Files – Updated: 10/1/08)

## Female Offender Return Rates: When Do They Return?



**FY1994- FY2003**

(Source: ACIS/PRO-Files – Updated: 10/18/06)

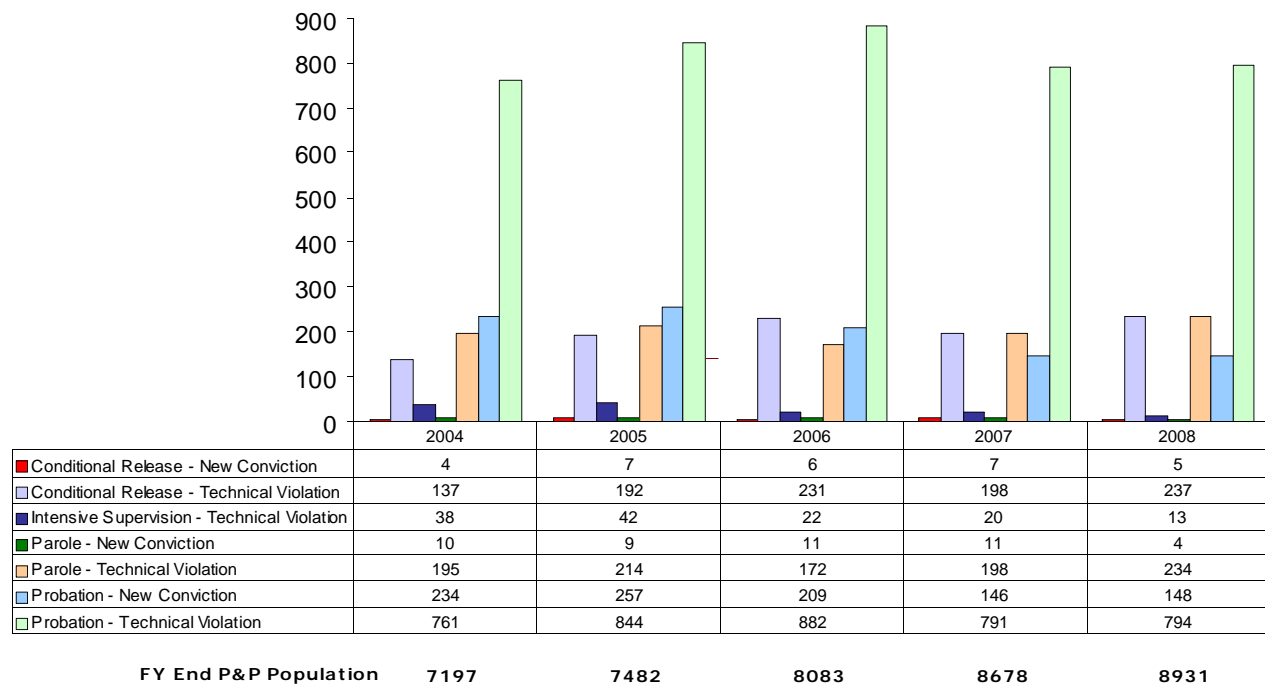


**FY2004- FY2005**

(Source: ACIS/PRO-Files – Updated: 10/1/08)

# Probation and Parole Revocations

## FY2004 - FY2008



Data compiled from ACIS/ Pro-files: 9/26/2008

Offenders on probation, parole, conditional release or in the intensive supervision program (ISP) can have their community placement revoked if they are convicted of a crime or violate conditions of their supervision imposed by a judge, the Department of Corrections or the Board of Pardons and Parole. In most cases, revocations are the result of a technical violation rather than a new crime.

During the past five fiscal years, an average of 18 percent of offenders on probation or parole were revoked. Eighty-five percent of all revocations were because of violations. That percentage gradually increased from 82 percent to 89 percent between 2004 and 2008. This trend was expected due mostly to the increased ability to

supervise offenders created by additional probation and parole officers hired in that time.

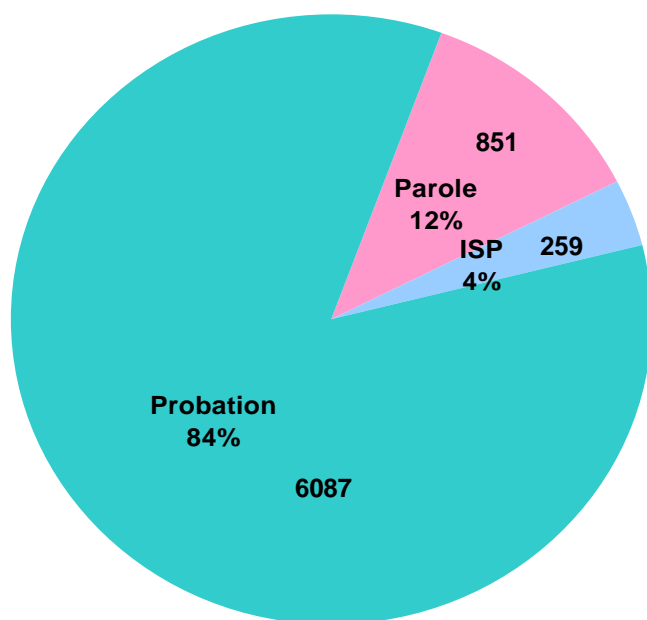
Overall, the number of revocations declined from a high of 1,565 in 2005 to 1,435 in 2008. Most of those offenders – almost two out of every three – were on probation. That's not surprising since about 60 percent of all offenders supervised by the Department of Corrections are on probation.

The chart also shows that the number of offenders on parole or probation at year's end has increased by 1,734 (24 percent) in the five years. The annual growth has ranged from 2.9 percent in 2008 to 8 percent in 2006.

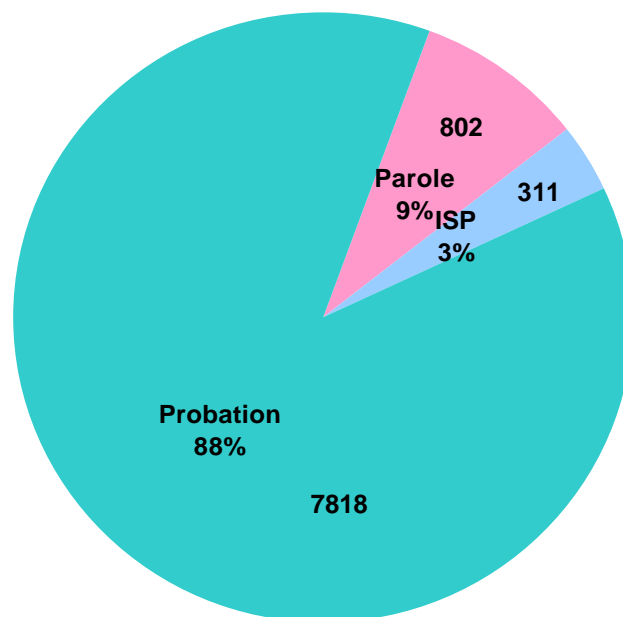
# Distribution of Probation and Parole Caseload

7197 Offenders on 6/30/2004

8931 Offenders on 6/30/2008



(Source: ACIS/PRO-Files data from 6/30/2004)



(Source: ACIS/PRO-Files data from 6/30/2008)

With probation and parole accounting for two-thirds of all offenders supervised by the Department of Corrections, this group is a significant focus of the agency's management efforts.

These charts show the population on probation, parole or the intensive supervision program (ISP) grew by 24 percent, or 1,734 offenders, during the past four years. This is only a slightly slower growth rate than the 26 percent increase seen between 2002 and 2006.

Probation continues to make up the vast majority of those at this level of community supervi-

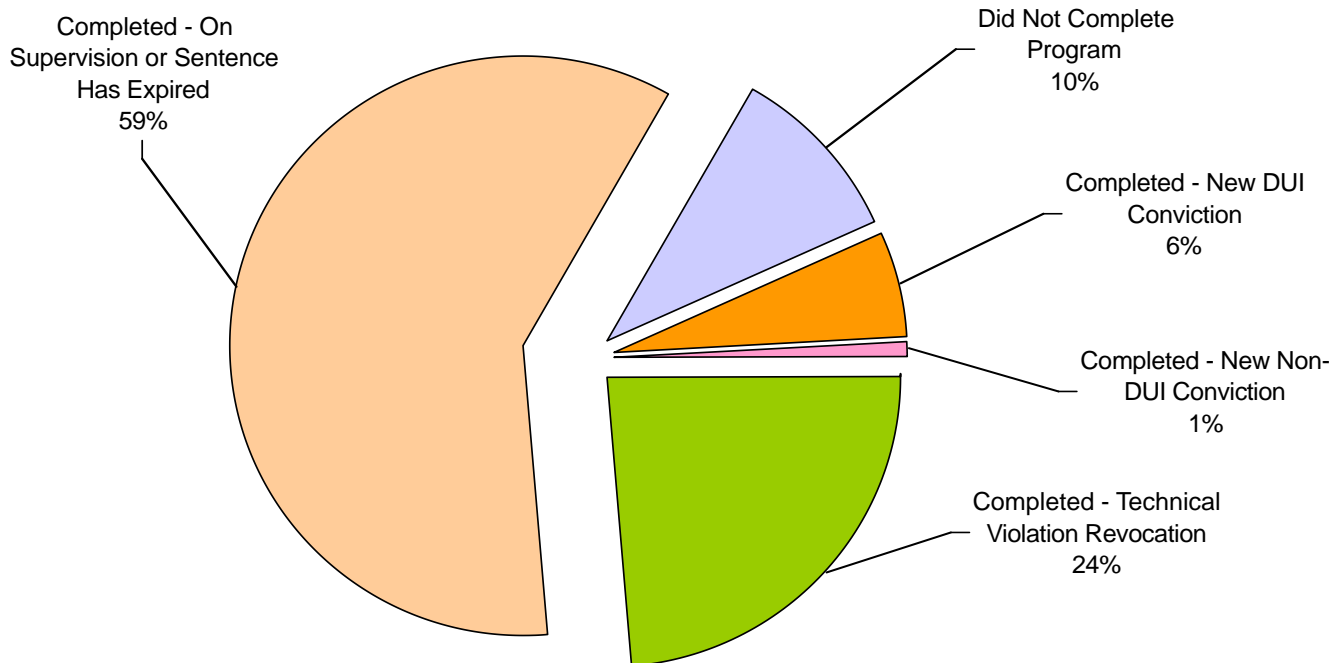
sion. But it is representing a bigger piece of the pie. In mid-2004, probationers accounted for 84 percent of those on probation or parole. That proportion increased to 88 percent four years later. The number of probationers jumped by 1,731 in that time.

Parolees are a shrinking portion, declining from 12 percent to 9 percent. The number of parolees dropped by 49. Participation in the intensive supervision program (ISP) has remained relatively constant at about 3-4 percent, although the number of offenders in the program increased by 52.

## (WATCH) 4<sup>TH</sup> DUI Treatment Program

West Campus (Male) – Warm Springs / East Campus (Male/Female) -- Glendive  
From 8/30/2002 to 6/30/2008 There Were 1807\* Discharges from WATCH  
1625 Offenders Completed the Program

Source: ACIS/PRO-Files data, WATCH Outcome Statistics Report from 6/30/2008



\*Some offenders were admitted for treatment more than once.

Some offenders received an Intervention due to alcohol or drug use but were not revoked.

The Warm Springs Addictions Treatment and Change program (WATCH) started in March 2002 to deal with the large number of felony drunken driving convictions that had clogged the prison system. The program, operated by a private non-profit company under contract with the state, provides intensive treatment for those convicted of a fourth or subsequent instance of driving under the influence (DUI). A second WATCH program, located in Glendive, opened in late 2005. The two programs have a combined capacity of 151.

The latest statistics for WATCH are similar to those from two years ago.

WATCH has had 1,807 offenders participate since it opened and 90 percent of those men and women (1,625) completed the six-month program. Of all those treated at WATCH, 59 percent (1,066) were either under supervision of the department in the community or had completed their sentences by mid-2008.

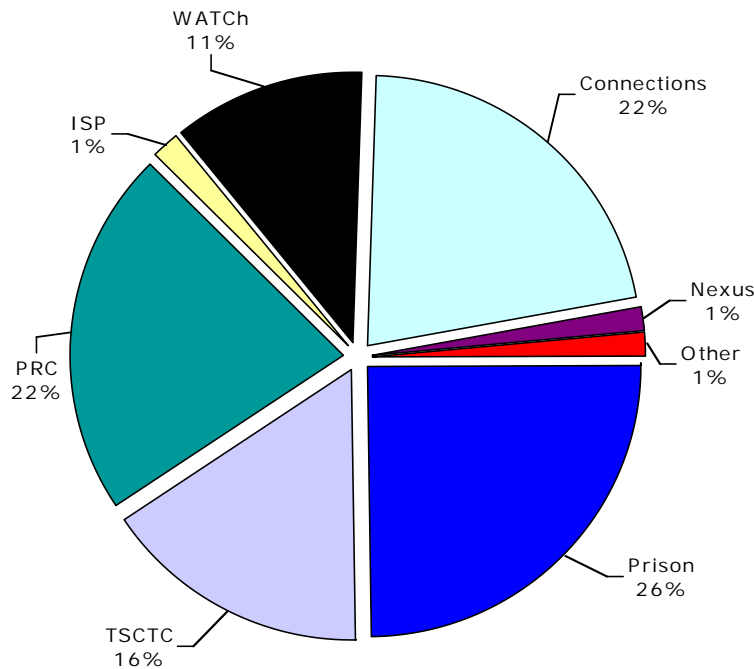
Another 31 percent (561) completed the program, but had problems after leaving. About three-fourths of this group saw their community supervision revoked after violating the conditions of their placement. Just 6 percent (109) of those discharged from WATCH had a new DUI conviction and 1 percent had a conviction for a different offense.



# Missoula Assessment & Sanction Center (MASC) Placements for 3091 Male Offenders

FY 2004 to FY 2008

Updated 10/1/2008



Note: "Other" includes: conditional release, deceased, sentence expiration, county jail

The Missoula Assessment and Sanction Center (MASC) deals with male offenders who judges sentence to supervision of the Department of Corrections. These "DOC commits" are evaluated for possible placement in community corrections programs rather than sending them directly to prison. The offenders are subjected to mental health, chemical dependency and sex offender assessment. Placement decisions are based on the needs and risks of the offenders.

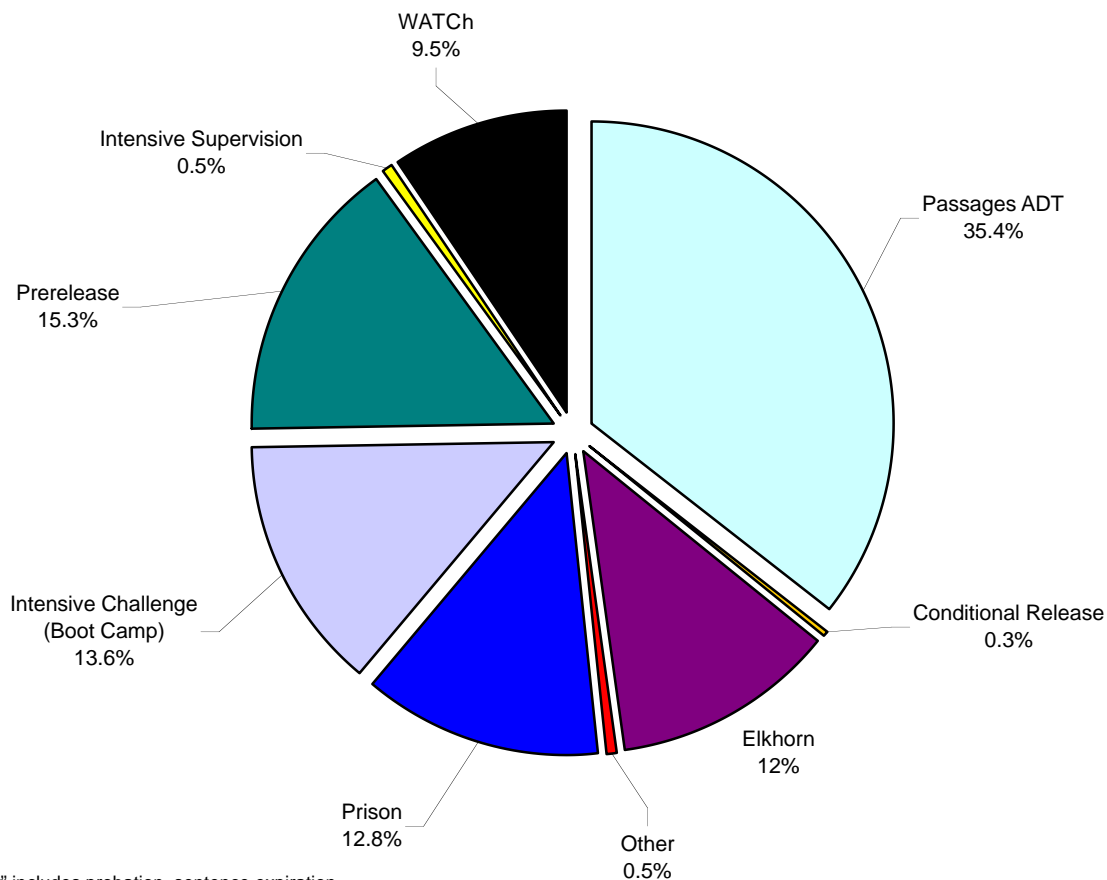
During the past five fiscal years, MASC has processed nearly 3,100 offenders and diverted

about three-fourths of them from prison. In all, 26 percent (2,288) were sent to programs other than prison. Twenty-two percent (680) were placed in prerelease centers and an equal number were sent to the Connections Corrections program for substance-abuse treatment.

Sixteen percent (495) were placed at Treasure State Correctional Training Center, or boot camp, and 11 percent (340) went to the treatment program for those convicted of felony drunken driving.

# Passages Assessment, Sanction & Revocation Center Placements for 367 Female Offenders

1/19/2007 to 9/12/2008



Passages Assessment, Sanction and Revocation Center (ASRC) is part of a women's correctional facility in Billings that includes a substance-abuse treatment program and a prerelease center. Passages ASRC, successor to the Billings Assessment and Sanction Center, is the female counterpart to two programs for males: the Missoula Assessment and Sanction Center (Page I-12) and START (Page I-16).

In its first 20 months of operation, Passages ASRC processed 367 offenders and diverted

almost nine out of every 10 from prison. In all, 87 percent (320) were sent to programs other than prison. Thirty-five percent (130) were sent to the drug treatment program at Passages, 15 percent (56) were placed in prerelease centers and 12 percent (44) went to the Elkhorn methamphetamine treatment program in Boulder. About 9.5 percent (35) of the women entered the WATCH treatment program for those convicted of felony drunken driving.

In the past six years, 3,232 offenders were released from prison and community corrections programs as part of a “conditional release” program. This practice, originally used to reduce the prison population in the face of a severe lack of space, has since developed into a process that applies only to offenders in certain community programs.

Conditional release is another option – in addition to probation and parole – for moving offenders into community supervision. Offenders are released into the community under auspices of the Department of Corrections and subject to its rules. The agency applies conditional releases to select offenders who are in a treatment program, prerelease center or the intensive supervision program.

This is not parole, and offenders are not eligible for parole consideration while on conditional release. While probationers and parolees who violate conditions of their release are subject to action by a judge or state Board of Pardons and Parole, offenders on conditional release answer to the department.

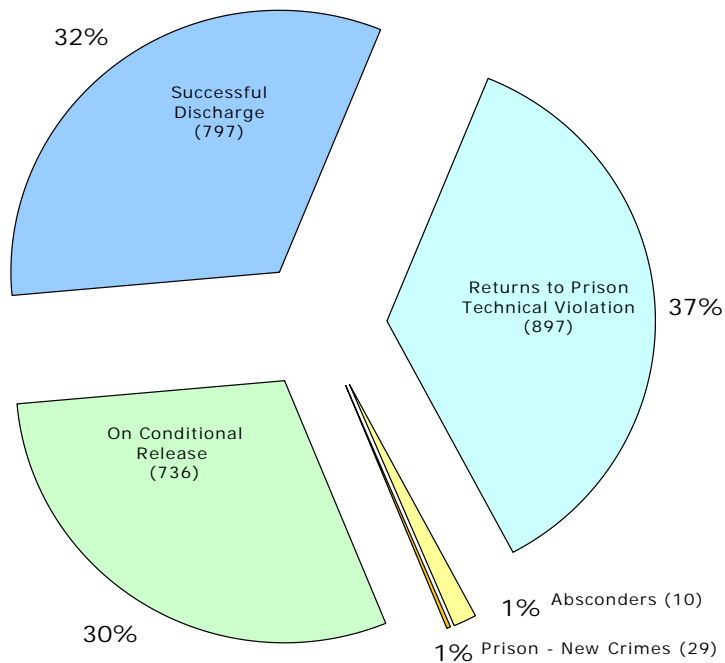
Those conditionally released offenders who violate conditions of their release and are sent to prison become eligible for parole when prison records show they have served their minimum sentence.

The department has tracked these individuals – 2,469 men and 763 women – and the charts on the following page illustrate what has happened to these offenders. Overall, 64 percent have either successfully discharged their sentences or remain on conditional release. Females have had a slightly higher success rate than males, with 30 percent returning to prison for a new crime or violation of the conditions of their release. Men had a 38 percent return rate. In all, 1,153 (35 percent) of the conditionally released offenders have returned to prison.

For each gender, about one out of every three has successfully discharged their sentences and is no longer under department supervision. About 37 percent of the women and 30 percent of men – a total of 1,108 offenders – continue to live in communities under the program. For men and women alike, only about 1 percent (12 offenders) are considered to have absconded.

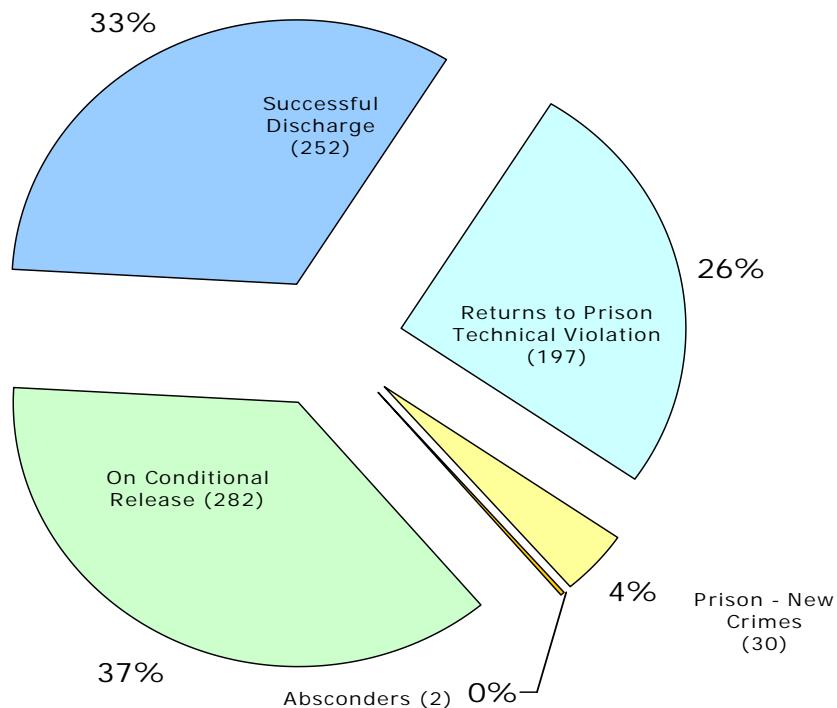
# Male Conditional Release Status

2469 Male Inmates were Conditionally Released from June 2002 to June 2008  
Status Updated 10/8/2008

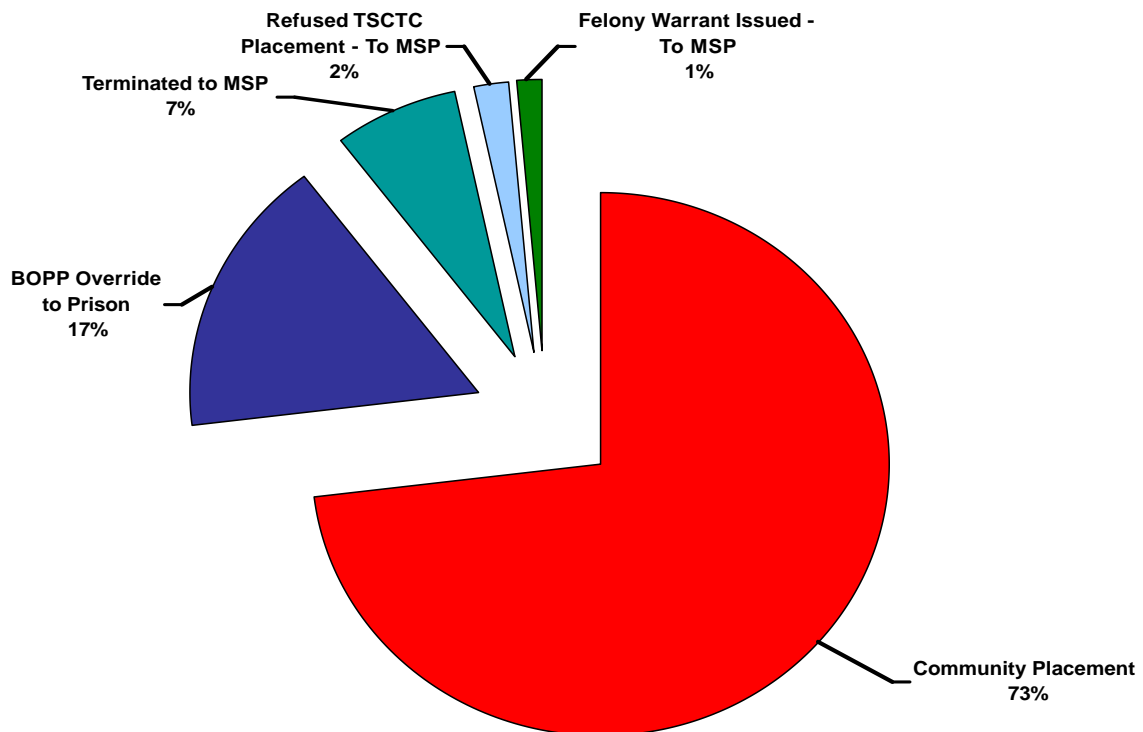


# Female Conditional Release Status

763 Female Inmates were Conditionally Released from June 2002 to June 2008  
Status Updated 10/1/2008



## Sanction Treatment Assessment Revocation and Transition (START) Discharges 12/12/2005 to 9/30/2008



Source: START Program Files – Updated 9/30/2008

START (Sanction Treatment Assessment Revocation and Transition) is a program started as a pilot project in December 2005 to provide an alternative to prison for male offenders who violate conditions of their community placement. They are assessed and provided needed counseling and treatment in order to return them to their communities after a short stay at the center.

The goal of START is to divert offenders from longer and more expensive stays in prison with the hope that the program provides a sufficient “wake-up call” to encourage offenders to live in

their communities as productive, law-abiding citizens.

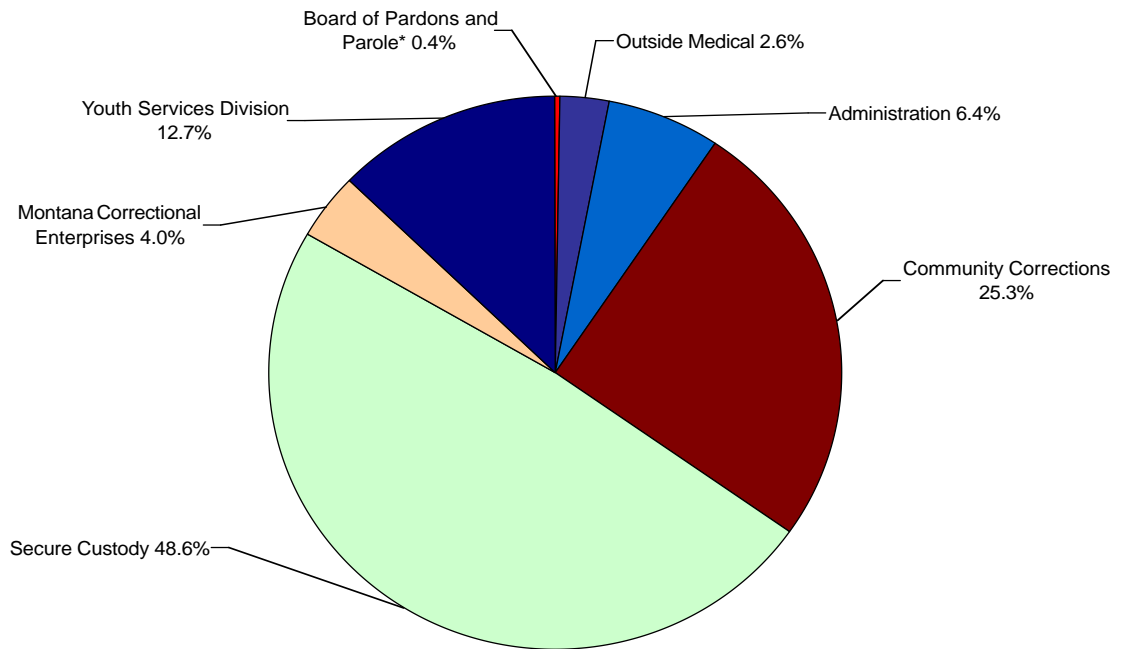
Since it began operation, START has handled 1,205 offenders. Of those, nearly three out of every four (73 percent) were returned to the community. The remaining 324 offenders reached prison. The state Board of Pardons and Parole ordered 200 of those to prison, 83 others were removed from the program to prison, 25 refused placement in the boot camp, and 16 others were imprisoned after being arrested for a new crime.



# Administrative and Financial Services

*This section contains statistical information  
about fiscal operations in the Department of Corrections.*

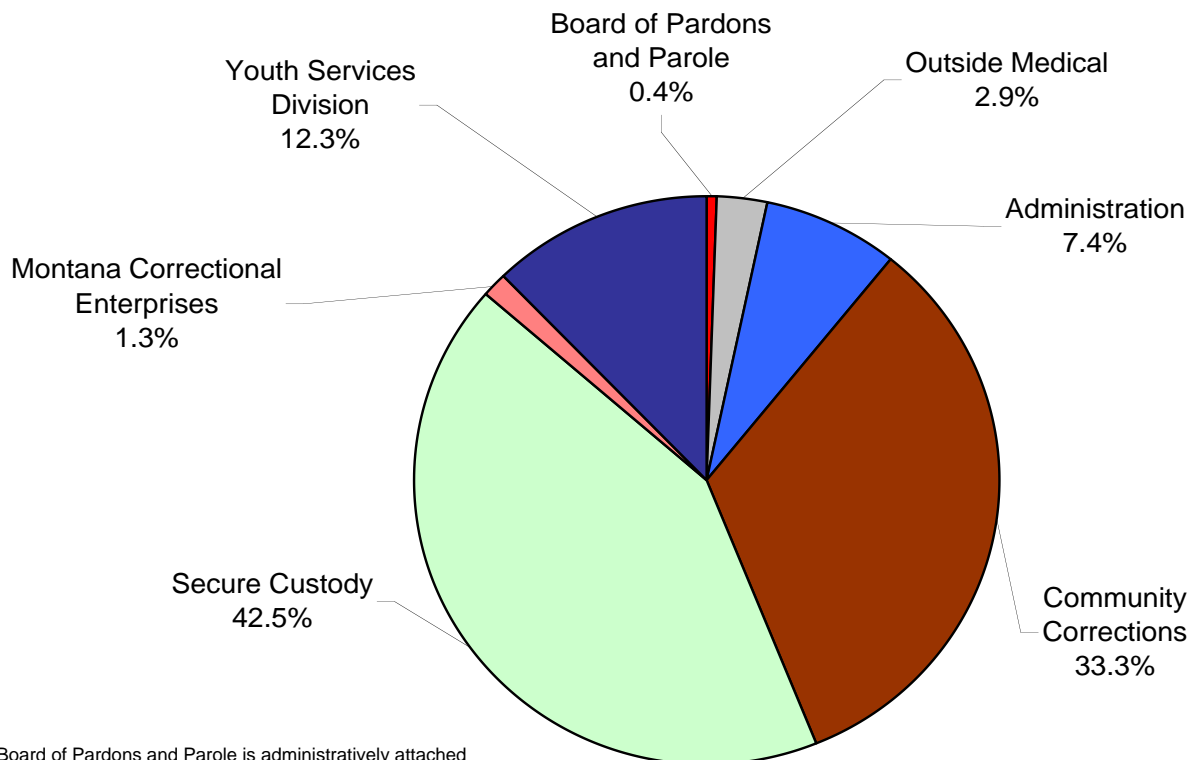
# General Fund Expenditures – FY06



Data updated on - 10/26/2006

\* Board of Pardons and Parole is administratively attached.

# General Fund Expenditures - FY08



\*Board of Pardons and Parole is administratively attached

The charts on the facing page illustrate that 92½ cents of every dollar spent by the Department of Corrections in fiscal year 2008 paid for programs that provide services directly to adult and juvenile offenders. That is almost identical to the spending pattern found in fiscal 2006.

The biggest change from 2006 to 2008 was in the distribution of spending between secure custody programs and community corrections. In 2006, secure custody accounted for more than 48 percent of general fund spending; in 2008, that figure dropped to 42.5 percent. At the same time, community corrections used a larger proportion of the budget, increasing from about 25 percent to 33.3 percent. That change reflects

the department's increased emphasis on programs that offer alternatives to prison, such as methamphetamine treatment and creation of a sanction and assessment center.

Montana Correctional Enterprises, which offers work and job-training opportunities to prison inmates, accounted for 1.3 percent of general fund spending, less than half the proportion in 2006 when money was spent on a new license plate issue. Youth Services Division spent 12.3 percent of the budget, down slightly from 12.7 percent two years earlier, and outside medical costs accounted for 2.9 percent of spending, an small increase from 2.6 percent in 2006. Administrative spending increased from 6.4 percent to 7.4 percent.

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The charts on pages J-4 and J-5 provide information on the average costs of managing nearly 13,000 offenders in various correctional programs and facilities. In the case of facilities housing relatively small numbers of offenders, the economy of scale available at facilities with large populations is not available. The youth correctional facilities and the Montana Women's Prison are examples of this. Because of this variable, direct comparison of costs among the programs is not possible.

The first chart is a summary of the second, showing graphically the various rates. Probation and parole remains the least-expensive form of offender supervision at \$4.63 a day.

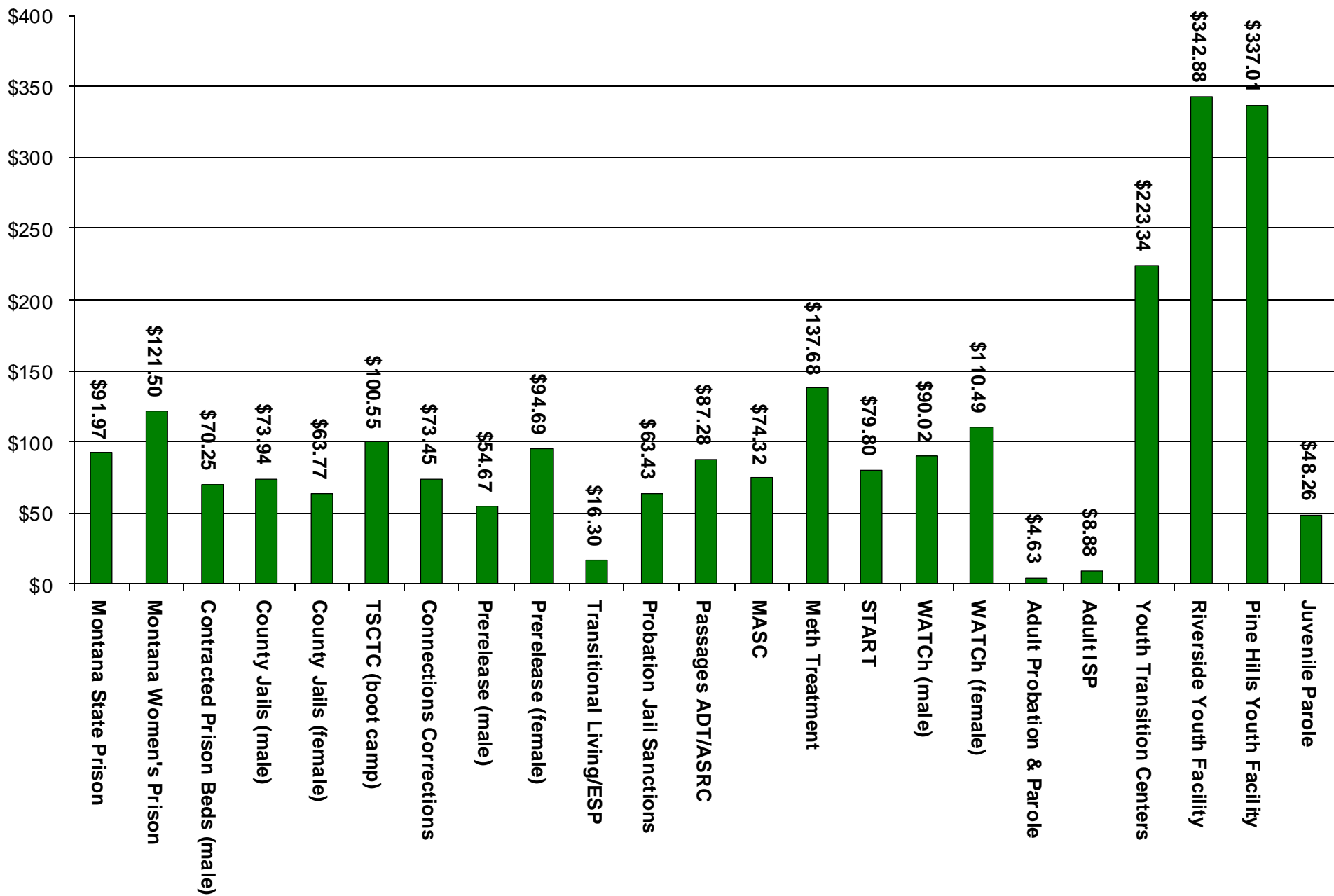
The second chart provides detail on costs. The top half summarizes \$62.9 million in costs of facilities and programs for which the department contracts with private or public providers. The "adult secure contracted beds male" category includes the two regional pris-

ons in Great Falls and Glendive and the private prison at Shelby. The bottom half of the chart shows \$86 million spent on state-operated facilities and programs.

The department spent about \$4.5 million, or 3 percent of the total \$148.9 million, on outside medical care for offenders. Fifty-three percent of that was spent by Montana State Prison, which houses most offenders requiring chronic medical care. The department's administrative support expenses are included in the cost-per-day figures. Those costs account for \$18.3 million, or 12.3 percent, of total spending.

The total of \$148.9 million does not include \$8.5 million in spending in other categories, such as \$5.5 million for juvenile probation placements, \$2 million by Montana Correctional Enterprises, \$693,000 for the administratively attached Board of Pardons and Parole, and \$305,254 for the probation work of juvenile fiscal officers.

# Offender Cost Per Day FY2008



# Offender Cost Per Day FY2008

## Contracted Facilities

<u>Facility/Program</u>	<u>General Fund</u>	<u>Outside Medical</u>	<u>Administrative Costs</u>	<u>Total Costs</u>	<u>ADP</u>	<u>Cost Per Day</u>	<u>W/o Admin</u>
Adult Secure Contracted Beds Male *	\$17,823,435.43	\$584,207.53	\$1,570,646.88	\$19,978,289.84	779	\$70.25	\$64.73
County Jail Male	\$1,715,248.16	\$244,000.48	\$151,152.07	\$2,110,400.71	78	\$73.94	\$68.64
County Jail Female	\$338,504.55	\$13,369.90	\$29,829.89	\$381,704.34	16	\$63.77	\$58.78
Connections Corrections Male/Female	\$2,241,674.29	\$0.00	\$235,373.22	\$2,477,047.51	92	\$73.45	\$66.47
Passages ADT/ASC	\$1,628,987.15	\$0.00	\$171,041.77	\$1,800,028.92	57	\$87.28	\$78.99
MASC	\$3,369,813.13	\$812.10	\$353,826.50	\$3,724,451.73	137	\$74.32	\$67.26
Prerelease Male	\$11,423,146.11	\$373,726.94	\$1,199,417.18	\$12,996,290.23	651	\$54.67	\$49.62
Prerelease Female	\$4,226,011.85	\$117,299.46	\$443,726.38	\$4,787,037.69	139	\$94.69	\$85.92
Prerelease Transitional Living Male/Female	\$897,262.76	\$0.00	\$94,211.56	\$991,474.32	167	\$16.30	\$14.76
Probation Jail Sanctions	\$142,476.19	\$0.00	\$14,959.84	\$157,436.03	7	\$63.43	\$57.40
START Male	\$2,174,662.95	\$0.00	\$228,337.10	\$2,403,000.05	83	\$79.80	\$72.22
Meth Treatment	\$5,480,715.08	\$4,309.27	\$575,468.77	\$6,060,493.12	121	\$137.68	\$124.61
WATCH Female	\$730,960.72	\$11,001.43	\$76,750.03	\$818,712.18	20	\$110.49	\$100.14
WATCH Male	\$3,704,320.45	\$138,932.48	\$388,949.38	\$4,232,202.31	129	\$90.02	\$81.75
<b>Totals</b>	<b>\$55,897,218.82</b>	<b>\$1,487,659.59</b>	<b>\$5,533,690.58</b>	<b>\$62,918,568.99</b>	<b>2,475</b>		

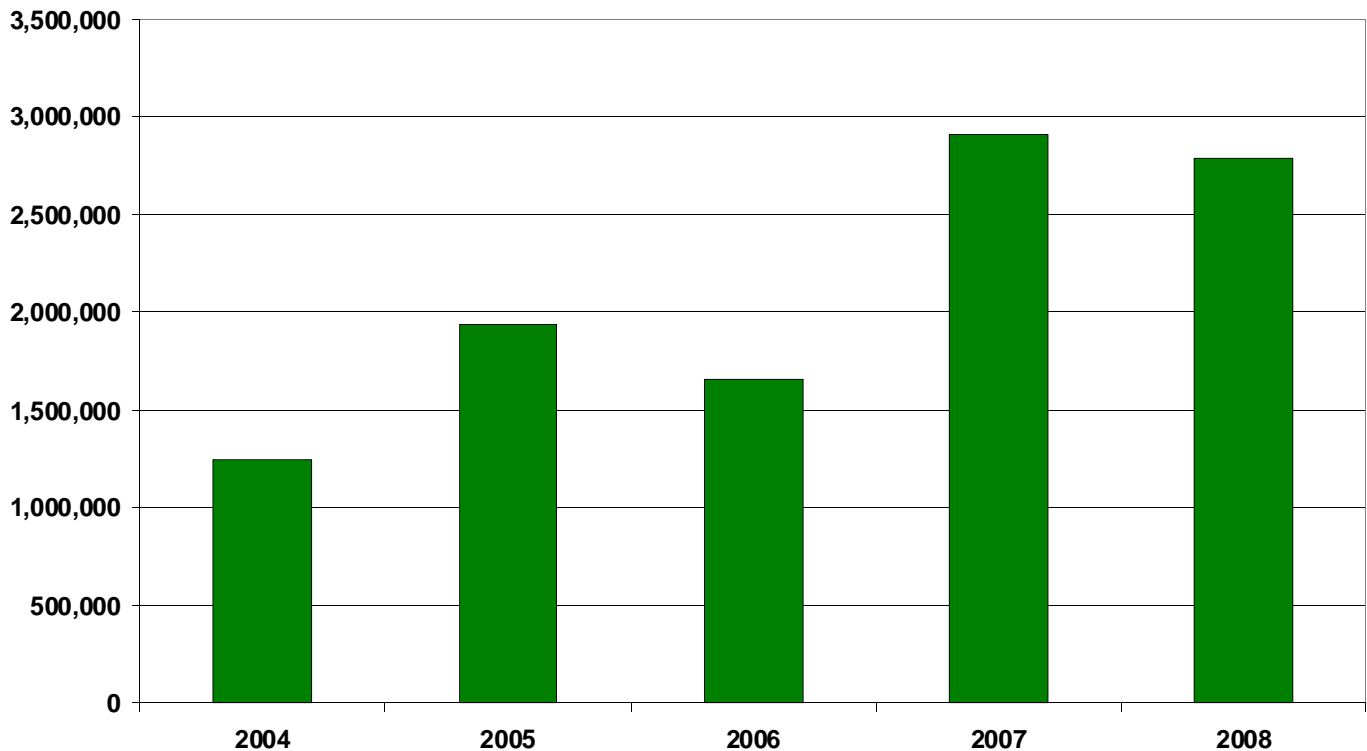
\*Adult Secure Contracted Beds for men include Dawson County Regional Prison, Cascade County Regional Prison, and CCA in Shelby.

## State Facilities

<u>Facility/Program</u>	<u>General Fund</u>	<u>Outside Medical</u>	<u>Administrative Costs</u>	<u>Total Costs</u>	<u>ADP</u>	<u>Cost per Day</u>	<u>W/o Admin</u>
Montana State Prison	\$40,696,629.01	\$2,402,901.97	\$3,586,291.41	\$46,685,822.39	1,391	\$91.97	\$84.91
Montana Womens Prison	\$6,277,910.35	\$473,136.35	\$553,225.58	\$7,304,272.28	165	\$121.50	\$112.30
Treasure State Correctional Training Center	\$1,749,243.86	\$56,323.01	\$183,668.59	\$1,989,235.46	54	\$100.55	\$91.27
Adult Probation and Parole	\$12,912,453.57	\$0.00	\$1,355,792.75	\$14,268,246.32	8,451	\$4.63	\$4.19
Adult Intensive Supervision Program (ISP)	\$905,023.00	\$0.00	\$95,026.37	\$1,000,049.37	309	\$8.88	\$8.03
Youth Transition Center	\$917,317.28	\$0.00	\$100,868.68	\$1,018,185.96	12	\$223.34	\$201.22
Riverside Youth Correctional Facility	\$1,961,320.49	\$30,657.88	\$215,667.82	\$2,207,646.19	18	\$342.88	\$309.38
Pine Hills Youth Correctional Facility	\$7,580,275.44	\$110,784.07	\$833,531.02	\$8,524,590.53	69	\$337.01	\$304.06
Juvenile Parole (Including Parole Placement)	\$2,718,006.29	\$0.00	\$329,549.64	\$3,047,555.93	173	\$48.26	\$43.04
<b>Totals</b>	<b>\$75,718,179.29</b>	<b>\$3,073,803.28</b>	<b>\$7,253,621.86</b>	<b>\$86,045,604.43</b>	<b>10,642</b>		

# Restitution Disbursed to Crime Victims

FY2004-FY2008



In October 2003, the Department of Corrections assumed responsibility for collecting from offenders and disbursing to victims court-ordered restitution payments. State law moved the function from clerks of District Court and some county attorneys to the department.

Since then, the department's Collections Unit has disbursed a total of \$10.5 million in restitution to victims, part of the agency's effort to comply with its mission to support victims of crime.

This chart shows the annual amounts distributed to victims during the past five fiscal years, including the nine months of 2004 after the department

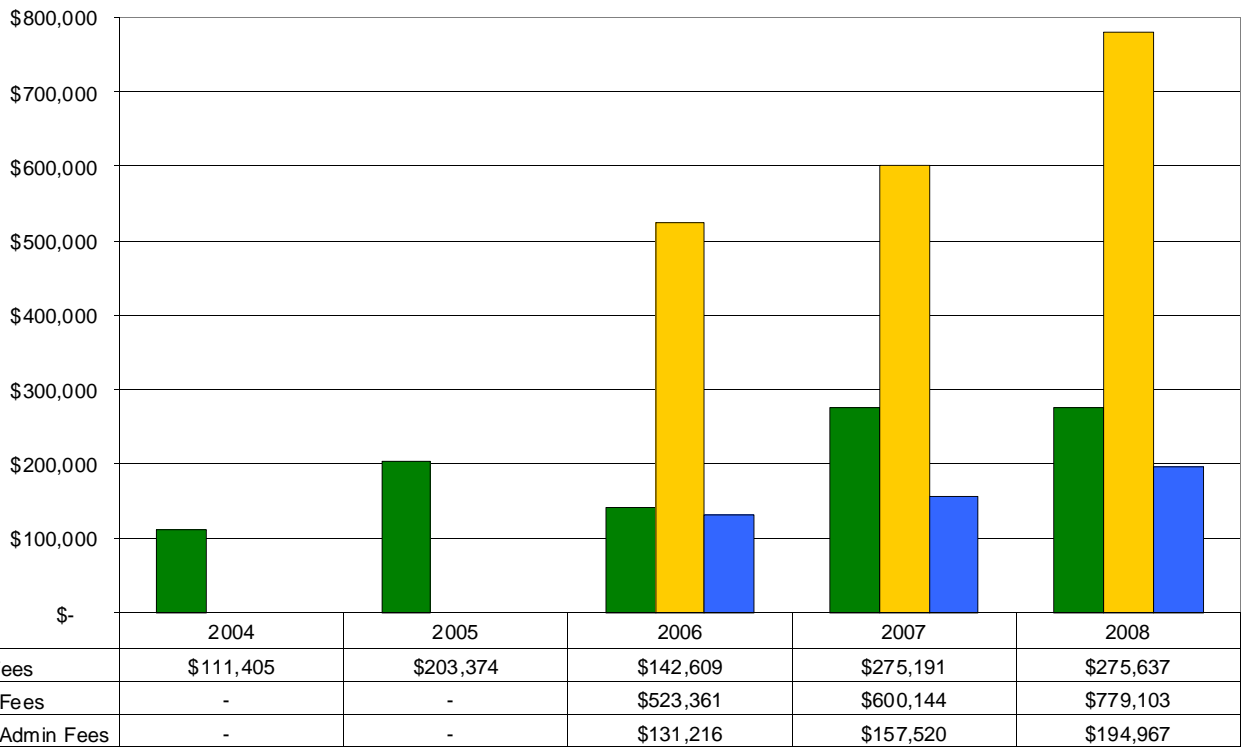
took over the duty. The amounts vary somewhat depending on the number of offenders paying restitution from year to year. The amount has gradually increased from \$1.2 million in 2004 to almost \$2.8 million in 2008. The collection process is self-supporting, funded through a 10 percent fee assessed by the courts when ordering offenders to pay restitution.

The fee allowed the department to hire three additional employees in the Collections Unit, resulting in a significant increase in disbursements in 2007. Payments jumped nearly 76 percent (\$1.25 million) from 2006.



# Restitution & Supervision Fees Collected

## FY2004-FY2008



The Department of Corrections is authorized by law to collect a fee for handling victim restitution payments and a fee for the supervision of offenders on probation and parole. The fees allow the collections unit to operate without general fund support.

The restitution fee is 10 percent and has raised \$1 million since it was started in 2004. The money is used to operate the agency's collection unit and to purchase and maintain the computer software necessary to manage the restitution records of hundreds of offenders. The amount collected has increased from \$111,405 to \$275,637 during the past five years.

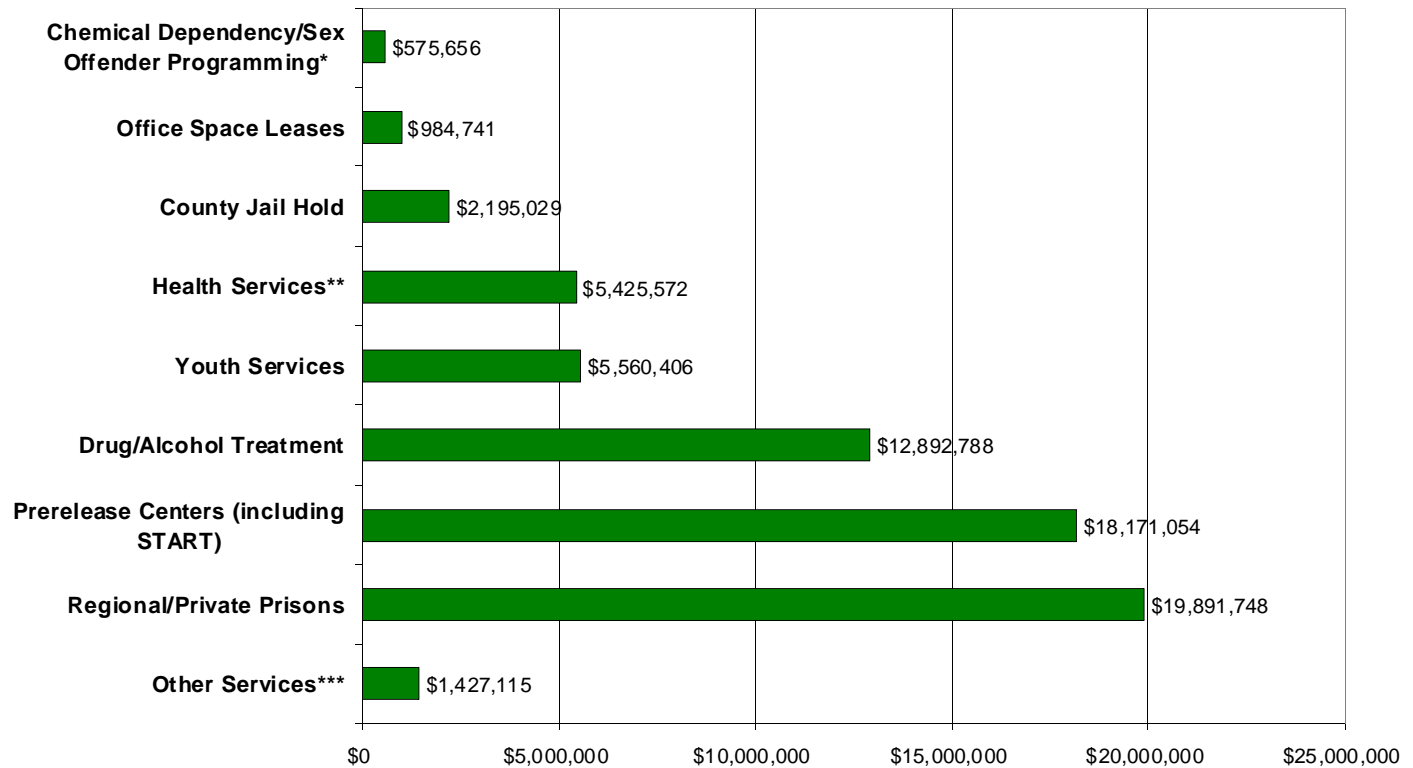
The supervision fee, which is at least \$21 a month, had been collected by District Court

clerks until the Legislature transferred the function to the department in October 2005. The fee has raised \$1.9 million in the two years and nine months it has been collected. The amount increased from \$523,621 to \$779,103 during that time. Eighty percent of the money is used to provide training and equipment to the probation and parole officers responsible for supervising offenders in communities. The remainder helps support the collections unit operations.

The administrative supervision fee has raised almost \$484,000 since it was started in fiscal 2006. Annual revenue from the fee, which increased from \$131,216 to \$194,967 since then, helps finance the collections unit.

# Service Contracts with Private Providers

FY2008



Figures may reflect both contracted rates and actual expenditures

\*Provided in secure facilities; contracted amounts and actual expenditures may vary slightly

\*\*Does not include outside medical claims paid

\*\*\*Includes education, legal, information technology, one-time services

The Department of Corrections relies on partnerships with local governments; private, nonprofit companies; and one private, for-profit corporation to provide services for offenders in Montana.

In fiscal year 2008, those partners operated the private prison at Shelby, regional prisons at Great Falls and Glendive, the Missoula Assessment and Sanction Center (MASC), six prerelease centers and various drug and alcohol treatment programs.

The department has 225 contracts with a value of about \$61.7 million. This figure represents actual fiscal 2008 payments for secure care and contracted services paid at a fixed rate.

This chart shows how the money was spent. The pattern of spending changed little from two years earlier. About 30 cents out of every dollar in contract costs was spent on providers of secure care – MASC and the private and regional prisons – and 27 cents of

every dollar went to the nonprofit companies operating prerelease centers and the START (Sanction, Treatment, Assessment, Revocation and Transition) center for offenders who violate conditions of their community placement.

About 19 percent of the total was paid under contracts for treatment programs, such as those serving offenders with drug addictions and felony drunken-driving convictions.

Contracts with private health care providers each accounted for about 8 percent of all spending, and payments to counties holding state offenders in their jails represented about 3 percent. Office space leases and contracts with private providers for chemical dependency and sex offender treatment at secure facilities together were 2.3 percent of all contract spending. A mixture of education, legal, information technology and various one-time services accounted for 2 percent.